



# 2020 - 2024 REGIONAL STRATEGIC WORKFORCE PLAN

GRAYS HARBOR | MASON | LEWIS | PACIFIC | THURSTON

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PacMtn is an equal opportunity organization and provider of employment and training services.

This 2020-2024 Regional Strategic Workforce Plan is interactive and is equipped with several links to website references and information. In accordance with the Americans with Disabilities Act, special assistance or alternate formats will be made available upon request.

Request may be made at [info@pacmtn.org](mailto:info@pacmtn.org) or by calling 360-704-3568.

## Executive Summary

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Six years ago, the Workforce Innovation and Opportunity Act (WIOA) was signed into law as the first major reform of the public workforce system in 15 years. This new law created a more streamlined workforce training and employment delivery system - providing universal access to career services; prioritizing low-income individuals; and promoting prosperity. Driven by the labor demands of business and industry, Workforce



Development Councils respond to the changing conditions of the regional economy, producing highly-skilled workers to the labor market and catalyzing economic success for the benefit of all.

### **PacMtn Workforce Development Council**

The Pacific Mountain Workforce Development Council (PacMtn) serves the 5-county PacMtn region; Grays Harbor, Lewis, Mason, Pacific and Thurston Counties and is a recognized leader in the region's workforce development efforts. The PacMtn Board of Directors, PacMtn Elected Official Consortium and all staff are dedicated to development of a workforce system that supports business, industry, and all variety of employers and job seekers.

PacMtn is committed to being a data-driven organization – gathering and disseminating information about the area's labor market and business' employment needs – and engaging a variety of partners and stakeholders in business, industry, education and career and support services to realize shared development goals that enhance the region's economic welfare and best serves our communities. We convene businesses and sectoral partners; state and local agencies; community-based organizations that align with the public workforce development system; collaborate with education and training providers, and funding innovative solutions for workforce challenges.

The PacMtn **Regional Workforce Strategic Plan** is a 100+-page document detailing how our work will evolve over the next four years to refine the regional workforce development system, serve employers and job-seekers, and strive to grow our economy by training workers for the jobs of tomorrow. We are fortunate to have engaged and effective partners working with us to assess and improve our regional workforce system. We look forward to continuing these relationships and expanding other partnerships to prepare and promote a skilled and adaptive workforce—one that provides opportunity for all residents, irrespective of their circumstances or barriers to employment.

### **PacMtn Workforce Development System**

PacMtn oversees the local network of America's Job Centers, called WorkSource. WorkSource is a demand-driven and integrated system of partners who share common goals. Our

WorkSource Centers are a focal point for developing community prosperity, one job seeker and one employer at a time. Each WorkSource is committed to being a community resource and providing excellent customer service.

## Goals

Workforce Strategic Plan will:

1. **Develop regional sector partnerships with target industries and employers and develop in-demand occupational trainings with an emphasis on the following sectors:**
  - i. Health Care & Social Services
  - ii. Government & Education (including Early Childhood Learning and Administrative/Office Support)
  - iii. Information Technology & Related Industries
  - iv. Hospitality, Retail & Tourism (including restaurant services)
  - v. Local Food Production
  - vi. Infrastructure Development (utilities, construction, etc.)
  - vii. Specialty Manufacturing, Warehousing, Transportation & Logistics
  - viii. Natural Resource Production, Management & Stewardship (i.e., wood products, mining, energy)
2. **Serve designated special and priority populations to reduce barriers to employment;** enhance access to training, services and job skills; and successfully assist high-barrier participants in securing and maintaining employment by developing programming and partnerships to deliver innovative solutions.
3. **Develop integrated “backbone” service delivery for trainings in high-demand occupations and industries across all county locations for the WorkSources and PacMtn region.** Using industry and occupational data from PacMtn’s 2019 “Cluster Study” (also referred to as the Industry & Occupations Study) – PacMtn will operationalize this analysis and leverage existing partnerships and resources to implement occupational trainings within the industry sectors listed above (as is appropriate and applicable to each county’s in-demand industries). Streamlined trainings across the region will allow partner organizations and agencies working within the WorkSource locations, or delivering services under WIOA Titles I-5, to:
  - i. Create a consistent supply of highly-trained, industry-aligned workers to better serve the emerging labor needs of businesses in each county and the region;

- ii. Integrate service delivery across all partners and contracted service providers to better serve the successful acquisition of needed skills, training and job placements for all participants;
  - iii. Better engage businesses across all nine sectors by consistently providing a labor pool with relevant skills in high-demand occupations;
- 4. **Streamline employer information systems across all county locations for each WorkSource location and throughout the PacMtn region** by utilizing data and information systems that standardize how PacMtn partners and service providers track employers across these sectors who are engaged in work-based learning, on-the-job training, transitional jobs and general employment in our region.
- 5. **Develop strategic partnerships and collaborations** that expand the PacMtn mission and facilitate Board Member leadership in regional economic success with the goal of greater service-delivery integration and alignment with business, industry, and other public-benefit systems. Emphasizing co-location of service delivery for rural, priority and underserved populations in our region will increase access and reduce barriers to employment.

### **Approaches – How We Will Achieve our Goals**

- Develop employment and training opportunities for all, with an emphasis on equitable access, maximizing opportunity for youth and adults identified as priority populations, with barriers to employment.
- Utilize industry and occupational data – in tandem with business sector engagement and consultation – to inform workforce development strategies and offer value propositions for business and industry; identifying employer needs, skill gaps, and occupational growth opportunities.
- Increase use of technology to enhance service access, quality and delivery speeds. Identify, develop and implement on-line systems and automated tools to better serve the needs of job-seekers, employers and businesses, and service delivery partners.
  - Adopt, when possible, responsive design principles: using research and data to inform service-delivery models and strategies in consultation with local stakeholders, service-delivery partners, employers and businesses, and (when possible) participants. This is particularly applicable to service delivery design for priority populations.

- Develop and implement unilateral “best practices”, processes and standards of service for all service-delivery partners in the WorkSource One-Stop centers to streamline and improve the triage, screening, enrollment, training and assistance for job placements.
- Maintain Board membership reflective of our diverse geographies and stakeholders.
- Implement, where possible and appropriate “cohort” training programs to carefully marshal resources and effectively train more participants.
- Develop cross-regional strategies to build a more resilient and vibrant economic base.
- Ensure alignment and compliance with federal and state workforce development requirements and priorities.
- Maintain a robust Rapid Response team to assist with recovery following large job losses.
- Expand services to assist microenterprise and entrepreneurs.

### **Measuring Performance –Metrics to Determine Success**

- Number of People (Youth, Adult, Dislocated Worker & Priority Populations) Entering Employment
- Number of People Receiving Training and/or Measurable Skills Gained
- Number of Employees Retained and Average Earnings
- Number Employers/Businesses Engaged (in general, and in priority industries)
- Business & Industry Partner Satisfaction
  - Number of People & Businesses engaged in Internships, Work-Experiences and/or Work-Based Learning, On-the-Job-Trainings, Transitional Jobs
- Number of Positive Exits from Programs and/or Placements in Work-Based Learning Placements or Subsidized Employment Outside of WIOA Funded Programs
- Number and Type of Support Services Provided to Participants
- Participant Satisfaction
- Number of Services delivered in partnership with parallel or aligned public benefit systems
- Number of Referrals to services and resources outside of the workforce development system

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# INTRODUCTION

## About the Plan

The Pacific Mountain Workforce Development System Strategic Plan has been developed in response to federal legislation which requires stronger coordination and realignment of workforce development activities. In brief, the [Opportunity Act \(WIOA\)](#) requires state and regional workforce development authorities to establish:

- Data-driven workforce development strategies with an emphasis on employer needs
- One-Stop Service Delivery Systems to integrate triage, enrollment, staffing and placement activities
- Measures that increase access to services and a reduction of barriers
- Performance measures that facilitate progress monitoring and strategy revision where needed
- Employer and stakeholder engagement programs that ensure involvement and shared ownership

The following sections provide additional information about WIOA requirements, our regional approach for meeting them, and associated data references and links to supporting information.

## Summary of WIOA Requirements

WIOA requires the state to identify workforce regions consisting of one or more local workforce areas. Local Workforce Development Boards (LWDBs) are required to develop plans that detail policies, procedures, and activities they will carry out to implement the law. LWDBs must address both regional and local planning requirements. LWDBs that are part of a multi-county workforce region must submit a single regional plan that includes a description of how the LWDB will address seven regional planning elements and incorporate local plans for each local area in the region.

- |                              |   |
|------------------------------|---|
| • Regional Cost Arrangements | • Sector Strategies                                     |
| • Regional Planning Elements | • Coordination with Economic Development Organizations  |
| • Regional Economic Analysis | • Service Strategies Including Transportation & Support |
| • Regional Performance       |   |

All plans must support or otherwise be consistent with the strategy described in the State Plan. WIOA requires the development of four-year plans, to be revised after the first two years. The Washington State Workforce Board will use the regional plan as a mechanism to address as many of the criteria for LWDB certification as possible. LWDBs must be certified once every two years. An approved plan will serve as evidence that each LWDB is addressing the 13 required functions of local boards.

## **Alignment with Washington State Workforce Plan**

The PacMtn Plan is structured to align with and advance specific goals in the Washington State [“Talent and Prosperity for All” Workforce Plan](#). Priorities include:

1. Broaden system accessibility for all jobseekers, using technology when appropriate.
2. Strengthen business engagement to boost employer productivity and profitability.
3. Streamlining customer services so people can reach their career goals, no matter their barriers or background.
4. Building the next generation of the performance accountability system to measure impact.

The approaches PacMtn will take to achieve these priorities are outlined in the Plan sections that follow.

## **Open Inclusive Planning Process**

PacMtn has developed this WIOA-driven Strategic Plan with significant input from our Board, Sector Partners in target industries, economic development partners, secondary and vocational education partners, community based organizations serving our community members, state agencies providing public benefits, and the One-Stop Operator overseeing the local area workforce development system services.

## **Department of Labor Employment and Training Administration Directive**

PacMtn provided an open and inclusive planning process that engaged a wide range of stakeholders – including, but not limited to – employers, organizations, education and training providers, economic development community, and subpopulations and community service providers.

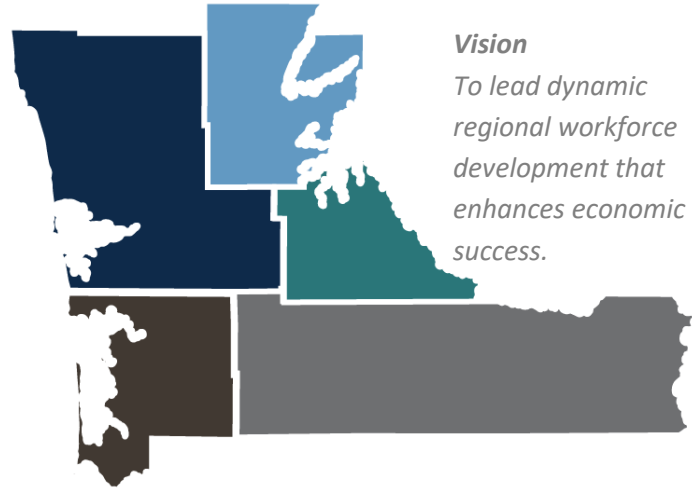
Attachment H provides an abbreviated outline of the engagement undertaken by PacMtn in consultation to provide input and guidance from a wide range of stakeholders in the development of this Local Integrated Service Plan. Specific steps and activities including, but not limited to, employers and labor organizations, education and training providers, economic development agencies, community-based organizations and advocates, and community service providers across multiple state and local agencies, have helped to shape this plan.

The PacMtn Board was deeply engaged in the thematic and practical objectives set forth in the Strategic Plan, and the Board composition reflects the membership categories required by WIOA. Board input has been collected during annual retreats, through subcommittee meetings and via individual member outreach. Board-defined goals and priorities provide the overarching framework for all resulting strategies.

## REGIONAL WORKFORCE DEVELOPMENT SYSTEM

### Regional Designation

The [Pacific Mountain Workforce Development Council \(PacMtn\)](#) serves as the responsible entity and fiscal agent for the Pacific Mountain Workforce Development Area (WDA Region 2) encompassing Grays Harbor, Lewis, Mason, Pacific and Thurston Counties and over 7,000 square miles. PacMtn is a recognized expert in the region's workforce development efforts. The PacMtn Board of Directors and Elected Official Consortium are dedicated to development of an equitable workforce system that supports business, industry, and all levels of employers and job seekers.



### Regional Workforce Development Board Definition and Role

The purpose of the Workforce Development Council (WDC) is to be the [region's expert and leader in workforce development](#), charged with setting the vision, aligning resources, and establishing the right partnerships and identifies the prescribed discrete functions of a high functioning board.

*"PacMtn is focused on ensuring citizens have equitable access to workforce development services that create both a sustainable and thriving regional economy and vibrant and healthy communities."*

**~ Jacquelyn Earley**  
Chair of PacMtn Board

The WDC is led by a dedicated group of labor, business and community leaders focused on the mission of building community prosperity. The members of the Board that represent PacMtn industry sectors are individuals with optimum policy making authority within the businesses, organizations, agencies and other entities. They represent diverse geographic areas within the regional area. The Council will identify workforce issues and concerns and bring together the necessary assets to facilitate solutions that foster prosperity for the region, local business and industry, and residents. The WDC strategically plans and deploys workforce solutions and resources for the advancement of region's economy. The WDC gathers and disseminates information about the area's labor market and businesses' employment needs; builds a strong area-wide workforce development system of partners; convenes groups of businesses, education and training providers, and other organizations to develop solutions for workforce challenges; and oversees the local network of America's Job Centers, called WorkSource in Washington State. Board Members are appointed by the PacMtn Consortium and report semiannually to the County Commissioners and/or at the request of the Commissioner.

### PacMtn Board Functions

1. Develop the **regional plan**.
2. Perform **workforce research and regional labor market analysis**.
3. **Convene, broker, and leverage** system stakeholders and partnerships.
4. **Engage employers** to promote economic growth and emerging employment opportunities.
5. **Develop career pathways** together with education partners.
6. Identify and promote **proven and promising practices**.
7. Develop **technology** strategies.
8. **Program oversight** for all programs and the one-stop delivery system.
9. **Negotiation of regional performance accountability measures**.
10. Select **operators and providers** who provide for the diverse needs of a region.
11. Coordinate with **education providers** including review of ABE and Literacy Plans.
12. **Budget and administer funding**.
13. **Annually assess accessibility** for individuals with disabilities.

Fifteen members of the Board are representatives of business large and small in the local County and may include private sector employers who represent them (i.e. trade/industry representatives, EDCs and Chambers). These members represent businesses, including small businesses that provide employment opportunities that, at a minimum, include high quality, work-relevant training and development in in-demand industry sectors or occupations in the local area. Each of the County Commissions in PacMtn regional workforce area select and forward at least three business representatives who have been nominated by local business and trade organizations.

An additional 11 required regional representatives are nominated by colleagues within their respective sectors and are appointed for a particular expertise required to achieve WIOA's intention, meet local needs and include professionals who service individuals with barriers to employment and/or eligible youth.

Business Representation (58%)	15 seats—3 from each County
Required Regional Representation	11 seats—region wide
<b>TOTAL</b>	<b>26 seats</b>

The Board has designated and directed the activities of standing and ad-hoc committees to provide information and to assist the local Board in carrying out required activities. All standing and ad-hoc committees are led by a member of the Board and include other members of the Board, other interested community stakeholders and subject matter experts appointed by the Board. A highly engaged board is vital to PacMtn's workforce system success. To ensure that the PacMtn Board is able to “manage the system to success,” board members will need to be

trained and equipped to respond to changing regional needs and support the key elements of a high functioning board on an ongoing basis.

### **PacMtn Committees and Ad-hoc Taskforces:**

1. **Executive Finance Committee** – comprised of the WDC Board Chair, Incoming Chair, Vice Chair, Secretary/Treasurer, Immediate Past Chair and Chairs of all Taskforces and assigned Committees. Should all counties not be represented in this group a Member at Large will be added until such time as all counties are represented.
2. **One Stop and Program Operations Taskforce** – responsible for oversight of the One Stop System, and activities related to service delivery and programs.
3. **Youth and Priority Populations Committee** – responsible for oversight of planning and programming related to individuals with disabilities and other populations for which the Board desires specific and focused attention. In 2019 the Board elected to combine the youth and priority populations committees – as youth was a cross-cutting category across other populations of focus. This committee created a Strategic Plan for Priority Populations and identified the top five populations of focus: recipients of public benefits, homeless, justice-involved, those with disabilities, and veterans. Youth are prioritized in all of these categories.
4. **Business Industry Sector and Employer Services Taskforce** – responsible for oversight of the initiatives specific to industry and employer services. They are also directly sought for matters related to One-Stop, Program and Special Populations.

### **Board Consensus and Operating Themes**

PacMtn Board of Directors and Consortium members met January 23<sup>rd</sup>, 2020 in a day long strategic planning session. This facilitated process engendered thoughtful conversation, lively debate and reaffirmed the Board's collective commitment to equity in access, poverty alleviation through workforce development services, and fostering a deep connection to economic development. The opportunity to recommit to specific workforce development goals and to shape PacMtn's 4-year workforce plan was met with great enthusiasm by the Board of Directors.

Embracing basic tenants of community leadership the Board and Consortium acknowledge the necessity of their work to:

- Create strong, data-driven and sector-led trainings in all counties served, expanding and refining sectoral foci to align with industries with growing workforce demand
- Reduce inequity in access to education, training and employment to impact growing income disparities in the region, enhancing services and focusing special programming and funding on serving priority populations
- Improve communications internally – across partnerships and stakeholders – and externally to stakeholders and the public. Utilize communications to illustrate career

pathways, industry and labor market data, and regional trends in meaningful, accessible and actionable ways through both traditional media and technology

- Think "collective" impact and model innovation in service delivery
- Be accountable and responsibly steward resources to best serve citizens and business
- Implement the federal legislation and remain WIOA compliant

Without question, PacMtn leaders affirmed the ongoing and continued value of workforce development, education and training services as essential to the vitality of the region. The session reaffirmed the progress made in rebalancing the workforce development system as it becomes demand-driven. PacMtn will continue to explore additional ways to support employer needs, help reduce workforce related costs for businesses, and build strong sector partnerships.

Working with community partners, PacMtn is committed to finding ways to provide services that recognize a multiple pathway model that helps individuals with significant barriers to employment achieve economic security and satisfying attachment to the labor market – and, where possible, pathways to increasing economic standing through trainings, education, certification, work experiences, and elevation in employment. The public workforce system should be an integral part of the interventions that support individuals getting on and staying the course towards success. PacMtn assumes the leadership role in establishing program performance standards and programming in which skill development activities are contextualized to career goals, integrated with real world work experience wherever possible, and include income earnings whenever possible.

Because the need far out-paces the resources available, PacMtn assumes a range of services, via various service providers and including industry (employers and labor), together with related funding streams will be braided, weaved, and leveraged according to the needs of the customer and to optimize outcomes. There should be many doors to gainful employment.

The overarching themes from the Board Retreat are the basis of this Plan. They create the umbrella under which PacMtn will organize, hold itself accountable and designate its strategic directions, suggested goals and specific projects found in Attachments A-H.

## **Create strong, data-driven and sector-led trainings in all counties served, expanding and refining sectoral foci to align with industries with growing workforce demand**

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Industry targeted trainings – provided in regular intervals and made accessible to all program and service-delivery partners – allows PacMtn and all WorkSource service providers to focus on standardizing and improving industry pipelines for work experiences, placements, recruitment, retention, expansion, and development of programs and local business partnerships. Ultimately, developing industry-targeted training strategies allows for a more efficient allocation of limited community, county, and regional resources. However, not all

industries provide equal opportunity for development. As a result, identifying data-driven approaches to selecting potentially successful industry partnerships that drive training programs in locally relevant occupations is a main tenet of PacMtn's work over the coming years and is an important consideration workforce development must use when planning and partnering.

**Increase equitable access to education, training and employment to counter growing income disparities in the region; enhancing services and focusing special programming and funding on serving priority populations.**

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The success of the Board's vision and all initiatives will heavily rely upon the collaborative and coordinated engagement of PacMtn's current partners, many of whom are the required partners in WIOA and who are represented on the Board of the WDC. The WDC Board is by design multidisciplinary and representative of the five diverse counties. They are business, education, and community leaders with influence in their respective areas. Board representation that is inclusive and reflective of the priority populations PacMtn has been directed to focus service delivery for would benefit and broaden the perspectives represented in our partnerships and programs. Special funding opportunities focused on priority populations, connections site partnerships, and innovative service delivery models is of high priority.

**Improve communications internally – across partnerships and stakeholders – and externally to stakeholders and the public. Utilize communications to illustrate career pathways, industry and labor market data, and regional trends in meaningful, accessible and actionable ways through both traditional media and technology**

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PacMtn has established a readily identifiable brand governed by a predictable and consistent set of principles: service, integrity, fiscal responsibility, innovation, and regionalism. The development of communication, marketing and outreach strategies that better engage job seekers, industry and business, as well as community-based organizations and partners will allow PacMtn to bring awareness to the WDC's work and its role in the region.

Taken together, these themes lay the foundation for the specific work outlined in the pages that follow. Within these, PacMtn is positioned with all the necessary tools to achieve the performance requirements set forth by federal, state and regional mandates and to provide a valuable service to the more than half million residents of the region. But these efforts cannot happen in isolation nor is mere collaboration able to create the systemic change required in

these times. PacMtn will continue work regionally to instill the principles of, and act as the instrument of, “collective impact” for workforce development in this region. Collective impact extends the ideas of collaboration and integration to force the commitment of a group of important actors, from different sectors to a common agenda for solving a specific social problem. Unlike most collaboration, “collective impact” initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities amongst the dual customers--employers and job seekers. PacMtn intends to use its resources and to place itself at the heart of that which is workforce related in this 5-county region.

## **2020-2024 PacMtn Workforce Plan Goals**

### **GOAL I:**

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**Develop regional sector partnerships with target industries and employers and develop in-demand occupational trainings with an emphasis on the following sectors:**

- i. Health Care & Social Services
- ii. Government & Education (including Early Childhood Learning and Administrative/Office Support)
- iii. Information Technology & Related Industries
- iv. Hospitality, Retail & Tourism (including restaurant services)
- v. Local Food Production
- vi. Infrastructure Development (utilities, construction, etc.)
- vii. Specialty Manufacturing, Warehousing, Transportation & Logistics
- viii. Natural Resource Production, Management & Stewardship (i.e., wood products, mining, energy)

**Objective 1:** Engage partners and stakeholders to analyze and better understand actual employer needs and projected openings within targeted clusters.

**Objective 2:** Develop a 2020-2024 Work Plan based on identified employer needs and priorities, with an emphasis on opportunities to place job-seekers in high-wage jobs and/or high-wage career path opportunities.

**Objective 3:** Support career pathways that break down barriers and provide opportunities for job seekers to succeed in their chosen in-demand fields while also meeting basic job skills as well as key reading, math, science, technology, and engineering workplace standards.

**Objective 4:** Provide support for work-based learning, on-the-job training, pre-apprenticeship and apprenticeship pathways.



**Objective 5:** Periodically evaluate and update target clusters and supplement or amend to ensure success in all communities served (e.g. potential additions include Sustainable Energy, Environmental Management, Self-Employment/Entrepreneurship and other sectors over time).

## **GOAL 2:**

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**Serve designated special and priority populations to reduce barriers to employment;** enhance access to training, services and job skills; and successfully assist high-barrier participants in securing and maintaining employment by developing programming and partnerships to deliver innovative solutions.

**Objective 1:** Develop a 2020-2024 Regional Priority Populations Plan.

**Objective 2:** Develop primary career pathway education and training programs to help each priority population build skills and find employment upon transition.

**Objective 2:** Develop and implement transition training programs focused on criminal justice involved adults and youth, homeless, recipients of public assistance, veterans, those with disabilities and other WIOA targeted populations.

**Objective 3:** Work with service delivery partners to streamline employment, education, training enrollment and job placement for individuals with disabilities, including youth and veterans.

**Objective 4:** Work with service delivery partners to provide job and skill training information to other WIOA special and targeted populations and build upon federal and state strategies designed to place priority populations into training and stable employment.

**Objective 5:** Develop special funding to enhance support services, barrier removal and enabling resources – utilizing best practices across disciplines and public-benefit systems – to provide integrated workforce development services in alignment with service providers who best serve the needs of priority populations.

**Objective 6:** Develop and distribute annual collective impact report, annual report and quarterly report to partners, stakeholders and employers.

## **GOAL 3:**

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**Develop integrated “backbone” service delivery for trainings in high-demand occupations and industries across all county locations for the WorkSources and PacMtn region.** Using industry and occupational data from PacMtn’s 2019 “Cluster Study” (also referred to as the Industry & Occupations Study) – PacMtn will operationalize this analysis and leverage existing partnerships and resources to implement occupational trainings within the eight industry sectors listed above (as is appropriate and applicable to each county’s in-demand industries).

**Objective 1:** Strengthen engagement with businesses by establishing business service navigators in each county, as an integrated part of the WorkSource system; cultivating local

business and industry relations with employers, hosting employer engagement events, assisting case managers across the service delivery partnerships with participant placements and assisting with issues and goals.

**Objective 2:** Strengthen engagement with service partners to braid, weave and leverage efforts, stimulate information-sharing and enhance cross-utilization of trainings that improves customer outcomes and provides a consistent pipeline of workers in select occupations and industries that are aligned with labor market demand and employer needs.

**Objective 3:** Collaborate with stakeholders and partners to provide specific training, education, skill panel and technical assistance opportunities.

**Objective 4:** Enlist the support of business associations and economic development partners to build relationships with area employers and facilitate shared information sessions and industry-recognized training and development strategies.

#### **GOAL 4:**

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**Streamline employer information systems across all county locations for each of the WorkSource locations and throughout the PacMtn region** by utilizing data and information systems that standardize how PacMtn partners and service providers track employers across these sectors who are engaged in work-based learning, on-the-job training, transitional jobs and general employment in our region.

**Objective 1:** Develop a strategy for aggregating employer information across disparate systems, utilizing technology, to assemble a unified database of information on employers, by county location, industry, occupation and sector – that incorporates work-based learning, internships and apprenticeship – and identifies volume, type and skill requirements as well as recognized certifications and/or licensing requirements for employment.

**Objective 2:** Identify programmatic and case manager-level “gatekeepers” across the system of providers within the WorkSource partnerships to act as the point-of-contact from within the workforce development system as well as in cultivating employer relations.

**Objective 3:** Utilize “business service navigators” in each of the five counties (and for special populations) to provide placements for work experiences, on-the-job trainings, internships, apprenticeships, and employment. The business service navigator will act as the county-level “hub” and coordinate with all service-provider ‘gatekeepers’ across the WorkSource system.

**Objective 4:** Implement an IT or I2I technology solution to automate the aggregated employer database (possibly in concert with a customer relations management system, or CRM) to improve business services and employer experience, as well as to increase the coordinated utilization of employers across the region.

#### **GOAL 5:**

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**Develop strategic partnerships and collaborations** that expand the PacMtn mission and facilitate Board Member leadership in regional economic success with the goal of greater service-delivery integration and alignment with business, industry, and other public-benefit systems. Emphasizing co-location of service delivery for rural, priority and underserved populations in our region will increase access and reduce barriers to employment.

**Objective 1:** Develop funding to support rural outreach, mobile service delivery, and co-location planning and pilots in 2020-2021.

**Objective 2:** Utilize research and data collection to identify successful service delivery models, the service needs of participants – and the funding structure to support sustained delivery of workforce development services in co-location and mobile outreach in partnership with public agencies, community-based organizations and benefit providers – to inform long-term planning for “connection sites” and mobile service delivery.

**Objective 3:** Leverage existing and potential partnerships across the region to increase access to workforce development services, cross-training, increasing system alignment, and marshalling resources to provide improved “one-stop-shop” experiences in accessing services and support for hard to reach populations.

## **Key Commitments Braided Throughout the Plan**

Based on extensive partner and stakeholder input, Local Elected Official Directives, and customer needs the following values and commitments fortify PacMtn's strategic plan:

### **All Means All**

Originally, workforce development consisted primarily of job training and skill building to help individuals apply for and successfully be hired into new jobs. In those days the purpose of job training was to establish programs for particular target populations facing serious barriers to employment. We are now more than ever required to emphasize system-building and universal services at the State and Regional levels. With diminishing resources it can sometimes feel as though the system is stretched in too many directions, but the success of PacMtn will be judged by success in both arenas—support for specific populations and building systems for effective and responsive workforce development that supports the economy of the local region.

### **System Partnerships**

Today's definition is broader and more holistic. It includes economic development planning and systems development to create and support an integrated approach to reaching people where they are. Among our key partnerships, we focus not only on economic development, education, and workforce systems – but also on healthcare, social services, community based organizations and advocates – to foster the inclusion of high-barrier populations into the job market and to make meaningful attachment to business and industry. Workforce development systems must work together to increase access to the skilled workforce it needs to grow and expand. When the system provides appropriate occupational skill attainment for participants to be employed and retained we improve the quality of the workforce, reduce welfare dependency, and

enhance the productivity and competitiveness of the nation. Most importantly we strengthen our local communities.

In this global economy with fast-changing technology, workforce development means anticipating business and industry needs, working with local business and industry to assure that educational and training systems will result in employment, and assuring that continuous learning opportunities are available both for currently employed and unemployed people. Planning is needed to assure that systems address employer demand and key influential factors; including changing global markets, technology, political trends, economic and environmental conditions and demographics.

A culture of cooperation and partnership is being built to achieve positive results in a complex workforce system. Aligning goals, and measuring them in the same way, across all service program providers and customers is essential in building this culture of partnership. Through shared goals and measures, PacMtn can achieve the seamless system envisioned in this plan.

### **Workforce System Links and Nodes**

The mandates outlined in WIOA, the reality of limited resources, and the volume of work to accomplish them all point toward strategic leveraging of all available resources. By building the network advantage, members of the non-profit community will be engaged in even closer collaboration with government agencies, including tribes, and colleges and universities. Interagency collaboration will foster increased business involvement and reduce duplication of effort, saving valuable resources, while also reducing business and worker fatigue in using the system.

### **Customer Centered Design and Continuous Improvement**

As the economy and population continue to change, PacMtn's workforce system must be even more nimble to adapt to new demands and challenges. Timely, clear, and informative performance indicators will guide strategic course corrections and resource deployment. The PacMtn WDC, along with its partners, will continue to measure the impact of services to customers and will create an oversight system capable of responding as needed to ensure continued success and system improvements.

### **Professional Development**

A highly skilled and talented staff has played a pivotal role in PacMtn's workforce system success. The changes outlined in this plan will require continued investment in staff training and support across agencies and programs. To “manage the system to success,” front-line staff and managers will need to be equipped to respond to changing customers’ needs and support the key strategies outlined in the plan. Team members will require a broader and deeper understanding of the services provided, not just by their own organization, but by other partners throughout the workforce system. Raising the bar on customer service will require

thoughtful and coordinated outreach to businesses, and a tailored approach to providing education and training, and wraparound services for workers.

### **Leveraging Existing Successes**

Compelling stories of successful initiatives and programs are highlighted in this plan, bringing to life strategic objectives and system goals. These proven successes, and others, will be shared across the system. Too often, unique and successful pilot projects are abandoned due to lack of funding or changes in administration. Encouraging information to be shared across the system, and regularly drawing attention to achievements, will help partners replicate and build on successes.

### **An Integrated System Design Embraced by an All-Inclusive Process**

WIOA prescribes the establishment of the one-stop delivery system and provides partners with the framework to continue and evolve discussions of how PacMtn's workforce programs can be more effective, efficient, and aligned. The regional partners recognize that the answers will not come with our organizations staying in our respective silos. Nor in us duplicating what the other does. But real gains can be made with thoughtful review of how to redesign the system, how to better allocate resources, and more fully integrate the best of each of our capabilities.

The State's network of WorkSource community resource center, one-stop, system is the place where the services for both job seeker and employer, supply and demand can come together. PacMtn is building true partnerships with essential partners in this work.

### **Communications & Technology Strategy**

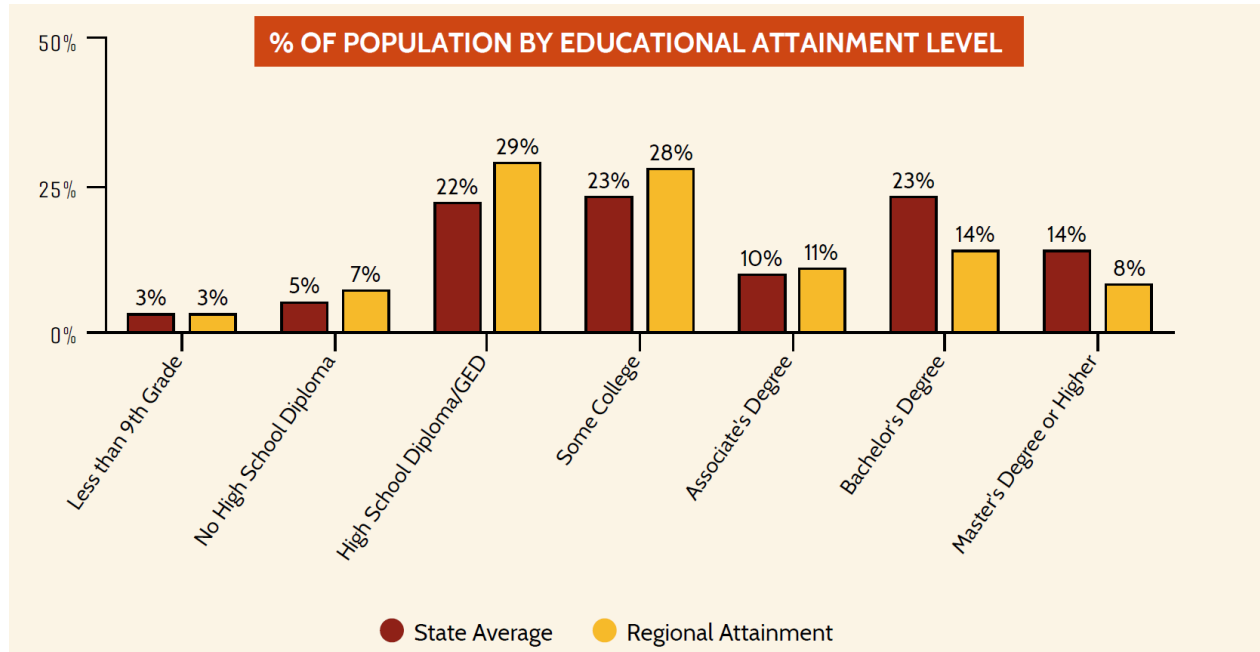
WIOA calls for a data-driven, employer-focused approach to workforce development planning and implementation. Historically, workforce development councils and economic development practitioners have relied on years-old data to interpret conditions and forecast potential future outcomes. In recent years, the advent of multiple "real-time" information sources has made analysis and forecasting a considerably more powerful tool. PacMtn and its partners have embraced this technological advance. These real-time data improvements help practitioners develop more nimble and meaningful responses and strategies for workforce development challenges and opportunities. But, they also change the way workforce agencies share and display information and analysis. For example, traditional long-range workforce development plans would present critical information through a series of tables and graphs. In the current era, those tables and graphs become obsolete quickly, sometimes within a single business quarter. As part of this Workforce Development Regional Plan, PacMtn will utilize a hybrid approach that presents "framework" data that highlights the region's economic and employment conditions through traditional media and communications (such as print publications and programmatic tools that make data accessible), while also introducing bridges to the dynamic online data resources that practitioners will increasingly rely upon to develop strategies and measure results. We believe this approach, our Communications & Technology Strategy, fulfills the spirit of WIOA by using evolving data-based realities to inform

contemporary workforce development strategies. While PacMtn utilizes a variety of data sources for workforce analysis and forecasting, having access to relational data systems allow multiple system information to be analyzed to inform system planning and real-time project development. A sample of the databases PacMtn utilizes are the Economic Modeling Specialists Business Analyst tool (proprietary), Labor Market Performance Analysis (LMPA) data produced by the Washington State; Employment Security Department, Department of Commerce, Office of Financial Management, Department of Corrections, Department of Social and Health Services (DSHS)-Juvenile Rehabilitation Administration and other departments within DSHS, Office of the Administration of Courts and the US Census Bureau.

## A Statistical Snapshot of the PacMtn Region

April 1st Population Estimates, Washington Office of Financial Management

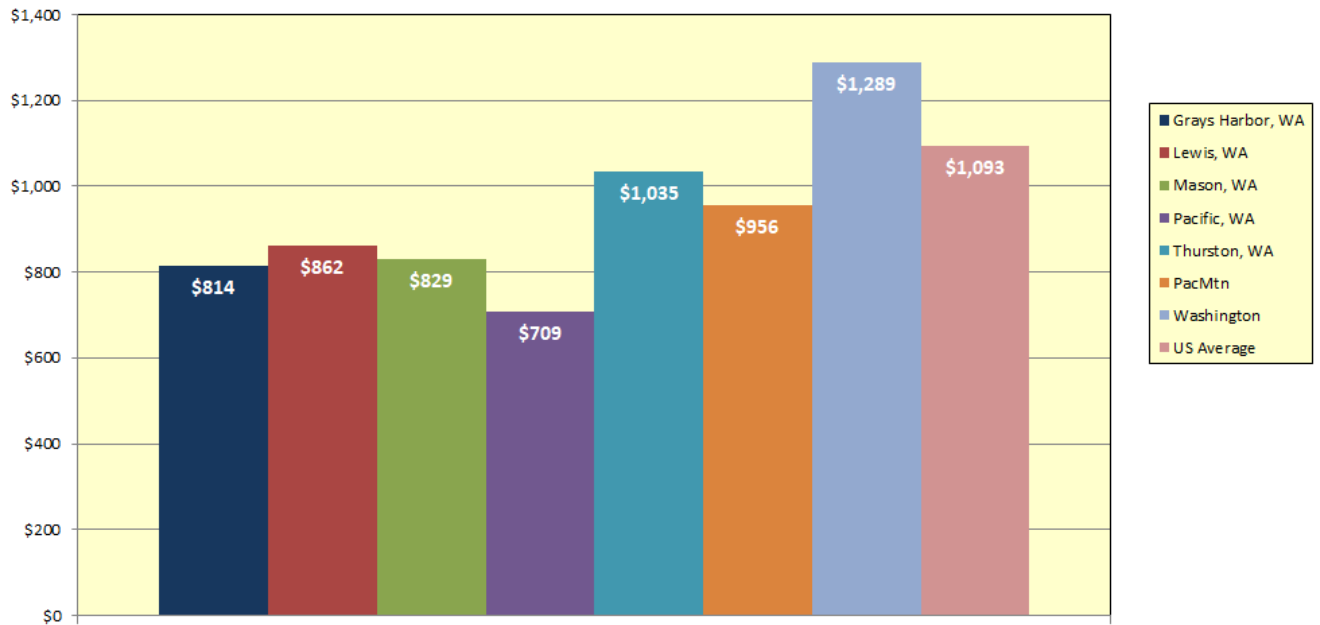
<b>SEX AND AGE</b>	<b>2019</b>	<b>2010</b>
Total population	526,060	482,135
Male	50.2%	50.2%
Female	49.8%	49.8%
15 to 19 years	6.0%	6.6%
20 to 24 years	5.6%	6.0%
25 to 34 years	13.0%	12.0%
35 to 44 years	12.3%	12.9%
45 to 54 years	12.5%	15.2%
55 to 64 years	14.5%	13.9%
Median age (years)	42.1	40.7
<b>RACE</b>	<b>2019</b>	<b>2010</b>
White	84.5%	85.8%
Black or African American	2.1%	1.8%
American Indian and Alaska Native	1.8%	2.0%
Asian	3.9%	3.3%
Native Hawaiian and Other Pacific Islander	0.6%	0.4%
Some other race	1.6%	2.5%
Two or more races	5.6%	4.0%
<b>ETHNICITY</b>	<b>2019</b>	<b>2010</b>
Hispanic or Latino (of any race)	9.4%	7.2%
Not Hispanic or Latino	90.6%	92.8%



### PacMtn Labor Market Data

Labor Force	Total Employment	Unemployment Count	Unemployment Rate	Labor Force Participation Rate	New Hires
<b>Dec 2019</b>	<b>Dec 2019</b>	<b>Dec 2019</b>	<b>Dec 2019</b>	<b>April 2019</b>	<b>2019 Q2</b>
249,101	236,225	12,876	5.2%	74%	30,709

## Average Weekly Wage Pacific Mountain WDC 2019 Q2



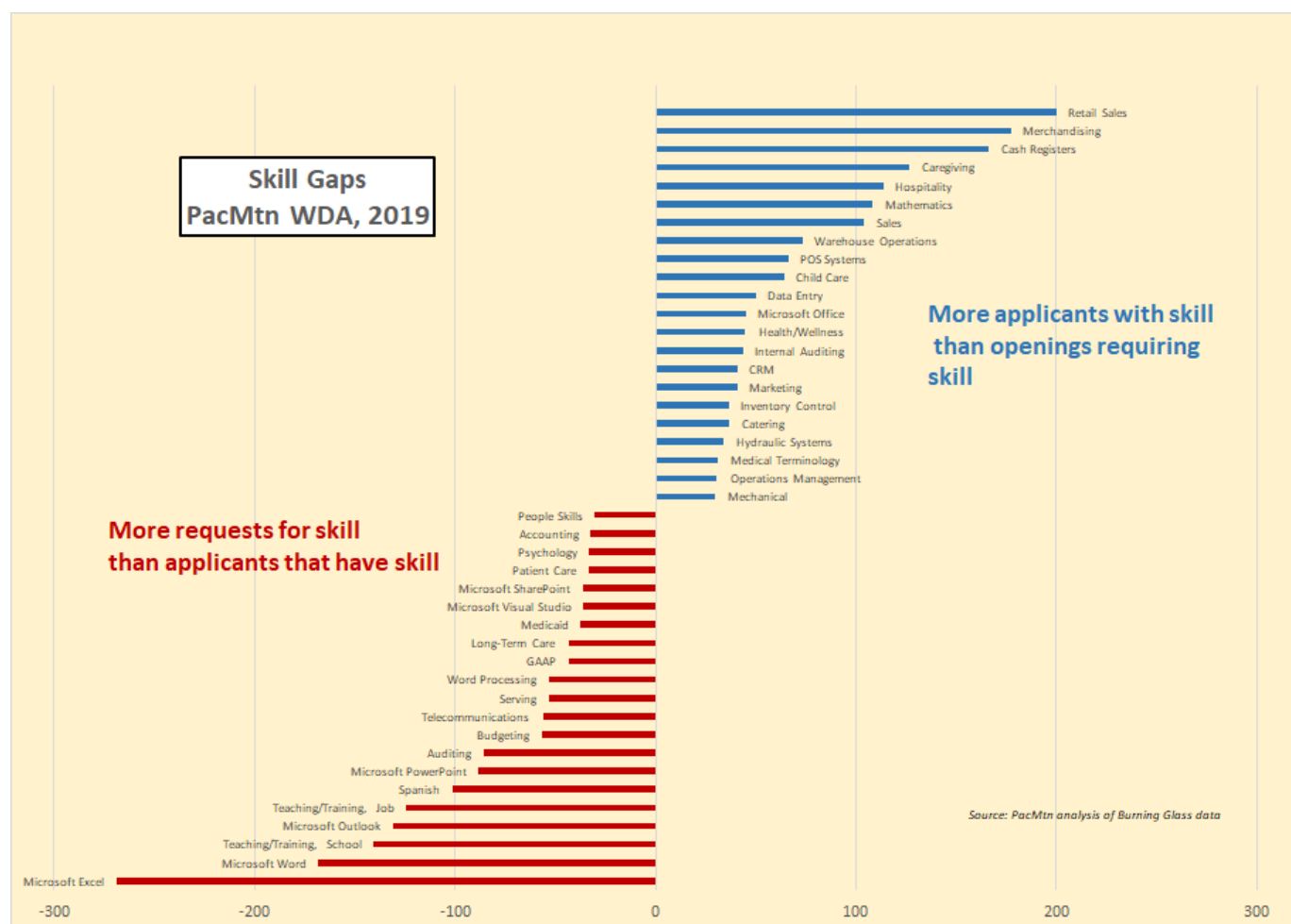
Source: PMWDC analysis of Quarterly Census of Employment and Wages data - Bureau of Labor Statistics

### Developing and Attracting Highly-Skilled Workers

The Washington State *Talent and Prosperity for All Strategic Plan* places a strong emphasis on upskilling Washington State's workforce in order to meet the requirements of higher-wage occupations. While many of those occupations are concentrated in the Seattle-King County Metro area, over time, their presence will grow in the PacMtn region as well.

As called for in the State workforce plan, and detailed elsewhere in this document, PacMtn will pursue a number of strategies to identify employer-defined skills gaps, develop appropriate education and training programs and build pathways to high-skill, high-wage jobs for local workers. Specific approaches will include, but are not limited to, collecting employer data to inform the development of tailored and existing education and skill training programs, creating new programs based on best practices in peer communities, and expanding our inventory of apprenticeships through a combination of grants and employer partnerships.





PacMtn offers a variety of skill building, work-based learning and experience, on-the-job (OJT) and custom education and training programs to help workers develop the skills they need to meet job requirements, and also offers education and training programs for employers who want to up-skill their workforce. We also partner with local community colleges and other training providers to ensure job seekers have access to the specific education and training they need for their particular job or field.

### Assisting WIOA Populations with Barriers to Employment

Under WIOA, 14 populations were designated as those with barriers. These populations are as diverse as the region's workforce system and face significant challenges in obtaining living-wage jobs that lead to self-sufficiency and economic autonomy. The 14 populations designated as "populations with barriers" under WIOA include:

WIOA Populations with Barriers	
Displaced Homemakers	Youth in, or formerly in, Foster Care
Low-Income Individuals	English Language Learners
Native Americans, Alaska Natives, and Hawaiians	Migrant/Seasonal Farmworkers
Individuals with Disabilities	Individuals within Two Years of Exhausted TANF Eligibility
Older Individuals	Single Parents/Pregnant Women
Ex-Offenders and Criminal Justice Involved Individuals	Long-Term Unemployed
Homeless Individuals	Veterans
"Other Groups" Designated by the Governor	

## Focus on Key PacMtn Populations with Barriers

### Youth

The Great Recession hit a generation of young workers hard and so far the recovery does not appear to be correcting the problem. According to the [US Bureau of Labor Statistics](#), labor force participation for 16 to 19 year olds in Washington fell from 45.8 percent to 36.1 percent

between 2007 and 2014. While all young people, across all education levels, are experiencing difficulties with the labor market, those who lack a high school diploma are more likely to be unemployed, or drop out of the labor force altogether,

*"Youth are our future workforce, entrepreneurs and business leaders. We need to show them the value of education and work. We need to provide more opportunities for job explorations, mentor connections, pre-apprenticeship, apprenticeship, paid work experience, and internships."*

**Kairie Pierce, Director of K-12, Apprenticeship and College**

Washington State Labor Council, AFL-CIO

than high school graduates and those with higher education levels.

### Recipients of Public Assistance

PacMtn Families in Need - 2019			
	Poverty Rate	Basic Food Recipients	No Medical Insurance
<b>PacMtn</b>	<b>12.9%</b>	<b>15.8%</b>	<b>6.8%</b>
<b>Grays Harbor</b>	<b>15.9%</b>	<b>20.8%</b>	<b>5.6%</b>
<b>Lewis</b>	<b>14.4%</b>	<b>20.2%</b>	<b>8.2%</b>

<b>Mason</b>	<b>15.9%</b>	<b>17.6%</b>	<b>7.4%</b>
<b>Pacific</b>	<b>17.4%</b>	<b>22%</b>	<b>8.1%</b>
<b>Thurston</b>	<b>11%</b>	<b>11.8%</b>	<b>5.6%</b>

### **Homeless**

PacMtn is developing a comprehensive approach for assisting homeless and at-risk populations as additional information and direction is provided by newly-established State and Local Advisory Groups on Barrier Solutions. PacMtn intends to increase coordination with local partners to align with housing agencies, behavioral health, and community-based advocacy organizations, to provide workforce development interventions at that appropriate time; when transitioning homeless individuals are prepared to engage in accessing and utilizing education, training and employment opportunities, and are securing housing and other essential services. Under this approach, non-profits and social services agencies assist homeless individuals through a “housing first” approach, and once they are afforded shelter and personal support services, PacMtn can help them pursue employment and other personal development within a secure and stable environment.

<b>PacMtn Point-in-Time Count of Homeless Persons--January 2019</b>	
<b>TOTAL (sheltered and unsheltered)</b>	<b>Chronically Homeless Individuals</b>
1426	519

### **Second Chance Re-Entry**

PacMtn has developed a robust network of service partners and state and local agency partners and is operating several successful re-entry transition programs in the region. Building on these successes, we have expanded workforce development trainings, education, work experiences and employment placements upon re-entry across the region and have served as a model throughout Western Washington. PacMtn currently provides workforce services in four juvenile detention facilities in the region and two county jails. In the coming years, we will increase service delivery and occupational options to both youth and adults, diversify trainings and offerings, and strengthen our partnerships at the local and systemic levels.

Looking forward, PacMtn intends to directly engage employers in demonstrating the value these individuals offer, increasing employer education and identifying best-practices in hiring practices and preferences for reintroducing these and other unemployed populations into the workforce.

### Individuals with Disabilities

While other sectors of the workforce are highly impacted by economic growth and decline, statistically those individuals with disabilities remain without work under all economic conditions. In a survey conducted by the National Organization on Disability it was found that non-disabled workers were more than twice as likely to be working than job seekers with a disability. Another disturbing fact, found in a Louis Harris poll, is the gap between the wages of individuals with disabilities and the wages of those without disabilities. Individuals with disabilities are close to three times as likely to reside in a household with less than \$15,000 in total income per year. This means their struggle to obtain, retain and maintain employment is compounded by all the complications encountered by the economically disadvantaged job seeker. Not only are they responsible for overcoming accessibility and suitability of employment issues but they face the daily challenges of poor health care, housing, transportation, and survival issues experienced by those in severe poverty.

DISABILITY STATUS	
With a disability (All ages)	15.1%
Under 18 years	
With a disability	6.3%
18 to 64 years	
With a disability	17.8%
65 years and over	
With a disability	44.7%

### Veterans

Some text about veterans here.

VETERAN STATUS	
Veterans as a percentage of the PacMtn population	9.6%
Percent of veterans with a disability (both service-related and not service-related)	30%
Percent of veterans over age 65	47%

### Who are the PacMtn Partners?

Under WIOA, partner collaborations took on heightened meaning. Local workforce boards like PacMtn were directed to lead efforts that engage a diverse range of interests in the region. Industry, education, government, economic development, and community organizations must come together to assure education and training programs meet the skill requirement of area employers. Our region and state's workforce programs must be effective, efficient and aligned.

### Regional Workforce System Partners

The Regional Workforce Development System consists of programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers. ***PacMtn is always expanding the system network to include others.*** The Regional Workforce Development System Partnership Network includes, but is not limited to:

PacMtn Workforce System Partner	Services
Apprenticeship (Department of Labor and Industries)	A combination of on-the-job training (OJT) and related classroom instruction under the supervision of a journey level craft person or trade professional in which workers learn the practical and theoretical aspects of a highly skilled occupation.
Carl D. Perkins Vocational and Technical Education Act	Aims to increase the quality of technical education at both the secondary and postsecondary levels and provide students with academic and technical skills for in-demand, living wage careers that advance the economy.
Community Based Organizations, including Timberland Regional Libraries	Represents a community or a significant segment of a community, and is engaged in meeting human, educational, environmental, or public safety needs.
Community Development Block Grant (Department of Commerce)	The state Community Development Block Grant (CDBG) program, administered by the State Department of Commerce, awards funds to rural local governments for locally-prioritized activities, such as economic development, construction, and public services activities. These funds are awarded based on a competitive grant process for eligible CDBG recipients. This funding is administered federally by the Department of Housing and Urban Development (HUD).

PacMtn Workforce System Partner	Services
Community Services Block Grant (Department of Commerce)	The state Community Services Block Grant (CSBG), administered by the Department of Commerce, awards funds to local community action agencies to provide services to low-income households at or below 125% of the federal poverty level (FPL). CSBG Grantees determine how funding will be used to support allowable CSBG activities, such as employment and training activities. This funding is administered federally by the Department of Health and Human Services (HHS).

Customized Training Program (State Board for Community and Technical Colleges)	A training institution delivers dedicated customized employee training as requested by the business. The level of customization ranges from existing training curriculum delivered at the job site to fully customized training curriculum developed exclusively for the business.
Department of Services for the Blind	Provide job counseling and teach adaptive skills to people who are blind or have low vision. Offer a wide range of services, tailored to the customer and, "Inclusion, Independence, and Economic Vitality for People with Visual Disabilities."
Economic Development	Develop and support economic growth within a specified city, county, or region by providing necessary resources and assistance to develop new and grow existing business.
Healthcare, including Behavioral Health	Aims to affect regional Adverse Childhood Experiences, provide better provider access, care and coordination and health integration to improve chronic disease prevention and management, and to support individuals in obtaining employment and livable wage.
Higher Education (Community and Technical Colleges, Four-year Colleges, Private Career Schools)	Education and training, customized training, incumbent worker training, certification, apprenticeship related supplemental instruction (RSI), education and career counseling, small business resources.
Housing	Provide decent, safe, and sanitary housing within an environment that fosters the advancement of low income families from a position of dependency to one of self-autonomy.
Job Skills Program (State Board for Community and Technical Colleges)	Prospective and current employees of a business receiving a Job Skills Program (JSP) grant are eligible for training. Eligible businesses and industries include private firms and institutions, groups, or associations concerned with commerce, trade, manufacturing, or service provisions. Public or nonprofit hospitals are also eligible.
Title I Youth, Adult and Dislocated Worker programs (Various state and local service providers)	Workforce development workshops, assessment and career guidance, resources for worker training, on-the-job training, support services.
Title II Adult Literacy (Community and Technical Colleges)	Adult basic skills training, English as a Second Language training, GED.
Title III Wagner-Peyser (Employment Security Department)	Jobseeker assessment, job matching, and other business services. Washington labor market information.
<b>PacMtn Workforce System Partner</b>	<b>Services</b>
Title IV Vocational Rehabilitation (Division of Vocational Rehabilitation and Department of Service for the Blind)	Training, retraining of individuals with disabilities, identification and support for the implementation of assistive technologies for jobseekers and businesses, job placement, job development, community rehabilitation providers.

Temporary Assistance for Needy Families (Department of Social and Health Services, Community and Technical Colleges, Community Based Organizations, Employment Security Department, Department of Commerce, Department of Early Learning)	Assessment, case management, job placement, education and training, work study, workfare, support services, and job development.
Second Chance Re-entry (municipal and county jails, Juvenile Rehabilitation Administration, Department of Corrections)	Serves youth and adults who are criminal justice involved in municipal, county, and state institutions providing workforce development workshops, assessments and career guidance resources for worker training, transition services, support services and job placement.
Senior Community Service Employment (Department of Social and Health Services and Community-Based Organizations)	Provide subsidized, part-time, community service work based training for low-income people age 55 or older who have poor employment prospects. Through this program, older workers have access to the SCSEP services as well as other employment assistance available through WorkSource, the state's one-stop career center system.
SNAP, E&T (Department of Social and Health Services, Community and Technical Colleges, Community Based Organizations)	Food stamps, assessment, education and training, job search, job search skill development, and support services.
Trade Adjustment Assistance (Employment Security Department)	A federal program that helps workers who have lost jobs due to foreign trade to gain the skills, resources, and support they need to become reemployed.
Training Benefits Program (Employment Security Department)	Training benefits pay up to 52 times a participant's unemployment weekly benefit amount, minus any regular unemployment benefits received. These additional benefits are available to eligible dislocated workers in a full-time vocational training program approved by the unemployment insurance (UI) program.
Transportation	Provide and promote public transportation choices that support an accessible, sustainable, livable, healthy prosperous community.
Veterans Employment and Training	Workforce development workshops, assessment and career guidance, resources for worker training, on-the-job training, support services for veterans.
Worker Retraining Program (State Board for Community and Technical Colleges)	Serves the unemployed or those facing imminent layoffs. Community and technical colleges provide training in basic skills and literacy, occupational skills, vocational education, and related or supplemental instruction for apprentices. Qualified students may receive financial assistance to help with tuition, other costs. Private career schools and colleges enroll a small number of students.

## **Strengthening Regional Workforce Relationships Needed to Support Regional Tribal Nations and Their Communities**

PacMtn is dedicated to expanding its partner network, including with our regional Tribal Partners. We are exploring how we may build a meaningful partnership with local Tribal Nations throughout 2020. As sovereign and

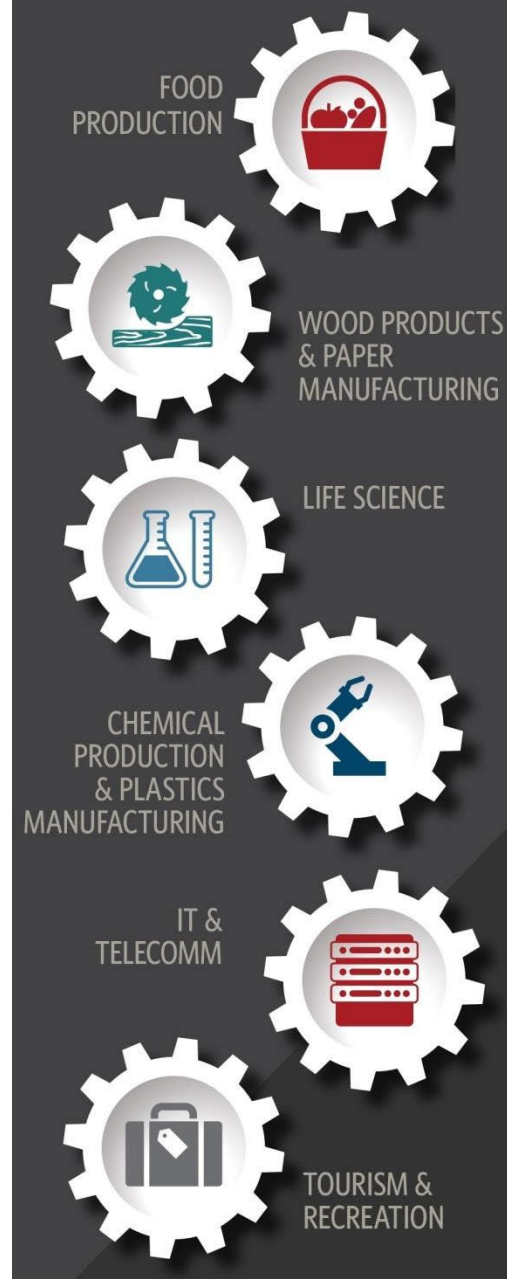


## REGIONAL ECONOMIC ANALYSIS

### Data-Driven Approach

#### INDUSTRY CLUSTERS

Industry clusters are networks of firms related by common markets, supply chains, infrastructure, innovation, technology and labor pools. Through a data-driven Cluster Study, six sectors were identified as major drivers for our region's economy. PacMtn and our partners are focusing our resources on meeting the needs of businesses to provide a supply chain of adequately skilled and trained job seekers for current and future industry needs.



In September 2012, PacMtn adopted a Targeted Cluster Identification and Strategic Alignment Plan. (EMSI, J Robertson and Co). The report identifies six primary target industry clusters.

Criteria used to identify the clusters were determined by a PacMtn steering committee representing labor, employers, educational institutions and economic development and workforce development professionals among other pertinent interests. The team considered a variety of selection criteria, and ultimately prioritized the data points in bold-face type:

☐ **Earnings Multiplier Effects** ☐ **Future Job Growth Projection** ☐ **Industry Average Wage**  
☐ **Job Multiplier Effects** ☐ **Shift-Share**

- Change in Industry Wages
- Entrepreneurial Growth Potential
  - Establishments
  - Excess Demand
  - Export Orientation
  - High-Wage Occupations
- Historical Job Growth/Current Size
- Industry Concentration (LQ)
  - Level of Output
  - Mid-Wage Occupations
  - Output per Job
  - R+D Occupations
- Workforce Compatibility

While the target industry study was completed nearly three years ago, PacMtn and many of its partner entities maintain subscription access to the source data and have actively used these and other available data filters to execute pilot projects and identify needs and design delivery programs.

In addition to involving partners in the design of the cluster study, PacMtn has encouraged peer agencies to remain involved in the crafting and implementation of strategies to act on study conclusions. Many of the strategies developed at that time remain pertinent today, and are incorporated with the Local Plan along with new ideas based on current industry and occupational projections.

PacMtn strategies address defined industry needs along the entire supply chain. As a general approach, PacMtn uses data (EMSI, LMPA, other) to identify potential workforce development opportunities, and then confirms the need and value proposition with potentially impacted industries.

Industry	Employment	Avg Ann Wages
Elementary and Secondary Schools	15,252	\$45,570
General Medical and Surgical Hospitals	6,766	\$61,811
Full-Service Restaurants	5,634	\$23,306
Limited-Service Restaurants	5,520	\$17,105
Administration of Human Resources Programs	5,140	\$60,280
Executive and Legislative Offices, Combined	5,059	\$64,365
Services for the Elderly and Persons with Disabilities	3,827	\$21,211
Supermarkets and Other Grocery (except Convenience) Stores	3,355	\$20,657
Warehouses Clubs and Supercenters	2,340	\$20,500
Regulation and Administration of Transportation Programs	2,950	\$72,235
Administration of Public Health Programs	2,810	\$60,810
Temporary Help Services	2,803	\$16,790
Casinos (except Casino Hotels)	2,446	\$38,138
Offices of Physicians (except Mental Health Specialists)	2,375	\$77,320
Correctional Institutions	2,527	\$60,086
Other Individual and Family Services	2,485	\$42,444
Administration of Conservation Programs	2,245	\$64,331
Hotels (except Casino Hotels) and Motels	2,177	\$23,929
Sawmills	2,027	\$68,106
American Indian and Alaska Native Tribal Governments	1,989	\$50,883

## Occupational Focus

While the PacMtn WDC has identified and continues work to support and strengthen the traded-sector target industry clusters that drive our region's economic well-being, the Council also continues to focus on jobs, especially in-demand occupations, whether they occur within the core industries or elsewhere the labor system. One example of how PacMtn uses data to identify demand-driven occupation development strategies is provided in the case study inset below.

The advantage of having access to current labor market conditions and projections, as referenced in

The Cloud Data section to the left, is that PacMtn and its partners can access real-time data as new reports are entered, and update strategies accordingly.

By way of example, the case study below-

### Case Study: Pac5Works

Following completion of the Target Industry Cluster Study, PacMtn formed an Industry Work Initiatives (IWI) Subcommittee to design and implement a datadriven, in-demand occupation pilot project. The resulting Target Occupations Analysis identified several key occupations within each of the target clusters, and then generated a more focused list of potential pilot subjects by selecting “boundaryspanning” in-demand occupations with high wages, identifiable career pathways and broad industry and geographic presence.

The IWI “truth-tested” findings for the selected pilot occupation (first-line supervisors of production and operating workers) with local employers to identify the most appropriate mechanism for developing a future supply of qualified workers. Based on that input, PacMtn was able to generate an employersupported strategy for identifying, training and prequalifying candidates for direct employment or on-the-job training scenarios. The resulting certification program is now in the implementation phase.

utilized occupation projections for 2018, based on 2013 conditions.

As part of the regional plan development process (2015), PacMtn ran an updated analysis to include projected demand for 2020. The resulting findings will be used to shape upcoming initiatives (see table below). At the same time, the Local Plan has a relatively short shelf-life (currently two and ultimately four year updates). This suggests that future occupational development strategies will need to be developed and implemented quickly, and amended periodically to respond to changing market conditions.

## Occupation Context

While PacMtn will use our dynamic data systems to run queries and create tailored workforce development strategies over time, the following tables provide a current snapshot of occupation conditions, trends and opportunities within the region.

### Largest Occupations

Occupation	2019 Jobs	2019 Median Hourly Earnings
1. Retail Salespersons	6,646	\$13.15
2. Combined Food Preparation & Serving Workers	5,683	\$12.88
3. Office Clerks, General	5,081	\$17.64
4. General and Operations Managers	4,879	\$46.58
5. Cashiers	4,669	\$12.86
6. Personal Care Aides	3,415	\$14.01
7. Secretaries and Administrative Assistants Except Legal or Medical	3,240	\$21.05
8. Teacher Assistants	3,060	\$16.40
9. Customer Service Representatives	2,950	\$18.70
10. Registered Nurses	2,930	\$37.65

*PacMtn analysis of unpublished extraction of Occupational Employment Statistics survey data – Pac Mtn counties only*

### Highest Paying Occupations

Occupation	2019 Jobs	2019 Median Hourly Earnings
1. Family and General Practitioners	140	\$93.50
2. Pediatricians, General	60	\$92.73
3. Nurse Anesthetists	10	\$92.19
4. Chief Executives	250	\$74.89

5. Architectural and Engineering Managers	60	\$67.84
6. Statisticians	80	\$66.50
7. Pharmacists	360	\$64.06
8. Computer and Information Systems Managers	370	\$63.87
9. Marketing Managers	70	\$60.19
10. Human Resources Managers	160	\$59.05

*PacMtn analysis of unpublished extraction of Occupational Employment Statistics survey data – Pac Mtn counties only. Self-employed not included.*

## 15 Fastest Growing Occupations (minimum 70 jobs)

Occupation	2019 Jobs	2014-2019 5-year Growth Rate
1. Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,210	78.8%
2. Producers and Directors	137	78.5%
3. Structural Iron and Steel Workers	91	76.1%
4. Psychiatric Technicians	119	74.1%
5. Pest Control Workers	93	65.6%
6. Ophthalmic Medical Technicians	77	65%
7. Agricultural Equipment Operators	141	60.7%
8. Glaziers	104	60.2%
9. Manicurists and Pedicurists	179	51.7%
10. Taxi Drivers and Chauffeurs	344	48.9%
11. Heating, Air Conditioning, and Refrigeration Mechanics and Installers	340	47.5%
12. Physical Therapist Assistants	110	47.2%
13. Skincare Specialists	89	47.2%
14. Veterinary Technologists and Technicians	187	46.2%
15. Veterinarians	161	45.7%

*PacMtn analysis of unpublished extraction of Occupational Employment Statistics survey data – Pac Mtn counties only. Self-employed not included.*

## 20/20 Strategy

In addition to our target industry workforce development initiatives described below, PacMtn uses real time data to identify broader occupational strategies. Our 20/20 strategy is an effort to identify occupations projected, between 2022 and 2027, to have over 20 annual openings and pay above \$20 in average hourly earnings.

Using a filtering process, PacMtn can identify in-demand occupations and then take additional steps to sort them into occupational groupings, clusters and other categories. For example, the agency could develop an initiative to increase opportunities for females in male-dominated occupations (e.g. electricians, industrial machinists) or vice-versa (e.g. registered nurses, dental assistants). The table on the following page shows how data can be sorted by key criteria – in this case, selected occupations identified using the 20/20 for 2020 filters described above.

Equally important, our local Economic Development Councils, Colleges and other workforce partners can access this data to create their own targeted training and development programs at a county or other geographical level. PacMtn strategies, based on this analysis, are described in a subsequent section.

The following table shows the current range of occupations that meet our 20/20 criteria, as well as a number of occupations that are just under the threshold, but have clear career pathway connections to higher-wage employment opportunities.

### **20/20 Occupation List (2017-2027 Projections) In-Demand Occupations**

The following table provides an inventory of “in-demand” jobs for the five PacMtn counties. Occupations are sorted by largest to smallest number of openings.

Occupation Title	Estimated Employment	Long Term Growth Rate	Annual average total openings for 2017_2027	Average Hourly Wage
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3716	1.22%	1209	\$21.80
Registered Nurses	2922	2.05%	969	\$41.71
Maintenance and Repair Workers, General	2651	1.11%	963	\$20.99
First-Line Supervisors of Retail Sales Workers	2064	0.97%	781	\$25.62
First-Line Supervisors of Food Preparation and Serving Workers	1288	1.72%	657	\$20.09

First-Line Supervisors of Office and Administrative Support Workers	1795	0.91%	600	\$29.80
Accountants and Auditors	1537	1.55%	536	\$34.73
Teachers and Instructors, All Other	1860	1.86%	475	\$20.27
Automotive Service Technicians and Mechanics	1144	0.87%	466	\$21.43
First-Line Supervisors of Construction Trades and Extraction Workers	848	2.09%	424	\$33.95
Business Operations Specialists, All Other	1265	1.74%	416	\$33.11
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1179	1.51%	411	\$39.09
Computer User Support Specialists	851	2.03%	332	\$27.33

Massage Therapists	530	5.17%	320	\$28.25
Medical Assistants	856	2.67%	317	\$20.40
Licensed Practical and Licensed Vocational Nurses	632	1.01%	252	\$26.72
Dental Assistants	564	2.05%	221	\$22.60
Counselors, All Other	556	2.75%	218	\$25.24
Correctional Officers and Jailers	1235	0.53%	218	\$27.36
Market Research Analysts and Marketing Specialists	498	2.26%	199	\$32.07
First-Line Supervisors of Personal Service Workers	416	1.75%	197	\$21.07
Bus and Truck Mechanics and Diesel Engine Specialists	536	1.22%	188	\$23.61
Physical Therapists	418	2.99%	186	\$42.63
Dental Hygienists	428	2.16%	173	\$46.85
First-Line Supervisors of Transportation	414	1.17%	168	\$29.25

Workers, All Other				
Insurance Sales Agents	499	2.50%	167	\$25.71
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	294	2.57%	161	\$25.22
Software Developers, Applications	362	4.23%	150	\$50.44
Social and Community Service Managers	358	1.54%	150	\$33.24
Pharmacy Technicians	435	0.78%	143	\$20.53
Chief Executives	428	1.42%	139	\$78.19
Medical Records and Health Information Technicians	377	2.47%	134	\$23.31
Network and Computer Systems Administrators	379	1.34%	132	\$38.65
Medical Secretaries	377	2.12%	128	\$23.28
Medical and Health Services Managers	370	2.44%	126	\$56.94



Clinical Laboratory Technologists and Technicians	345	1.96%	120	\$28.29
Computer Occupations, All Other	223	3.08%	115	\$38.32
Skincare Specialists	208	3.24%	114	\$28.32
Cost Estimators	228	1.97%	107	\$32.32
Self-Enrichment Education Teachers	356	1.67%	106	\$24.41
Healthcare Social Workers	290	1.51%	99	\$29.19
First-Line Supervisors of Non-Retail Sales Workers	273	1.73%	98	\$59.78
Health Technologists and Technicians, All Other	280	2.85%	97	\$34.69
Radiologic Technologists	273	2.22%	86	\$36.10
Educational, Guidance, School, and Vocational Counselors	343	1.90%	86	\$31.22
Production, Planning, and Expediting Clerks	291	1.11%	86	\$20.87
Chiropractors	158	4.18%	85	\$30.82

Veterinarians	181	2.42%	84	\$38.01
Industrial Machinery Mechanics	327	0.45%	84	\$26.64
Refuse and Recyclable Material Collectors	282	2.01%	79	\$24.81
Information and Record Clerks, All Other	197	1.60%	76	\$20.02
Graphic Designers	193	1.90%	75	\$26.25
Training and Development Specialists	221	1.79%	74	\$31.56
Clinical, Counseling, and School Psychologists	223	1.89%	69	\$34.26
Clergy	204	1.34%	69	\$30.31
Web Developers	134	3.28%	64	\$38.14
Securities, Commodities, and Financial Services Sales Agents	235	0.54%	62	\$28.54
Millwrights	211	0.42%	61	\$29.14
Nurse Practitioners	159	3.06%	56	\$54.53
Legal Secretaries	218	-0.61%	53	\$23.52

Speech-Language Pathologists	142	1.94%	47	\$35.36
Community and Social Service Specialists, All Other	126	1.13%	45	\$26.83
Occupational Therapists	93	2.32%	38	\$41.19
Mental Health and Substance Abuse Social Workers	109	2.16%	36	\$22.91
Physical Therapist Assistants	69	2.58%	32	\$32.07
Public Relations and Fundraising Managers	72	1.43%	24	\$54.40
Computer Programmers	92	1.14%	24	\$51.62
Instructional Coordinators	74	1.75%	20	\$32.08

## REGIONAL ECONOMIC COORDINATION

The region's local economies share and create the foundation that supports the skills training and talent development strategies to sculpt, integrate and transform the economic landscape across our region and beyond. While we approach workforce planning at the regional level, we also recognize the PacMtn region is comprised of five individual counties. PacMtn maintains active planning and coordination activities with a broad cross-section of economic development partners in the region.

## **PAC5 Regional Economic Development Coordination**

The Economic Development Councils (EDCs) in each of our counties have come together to form the PAC5 Economic Development Network. The EDCs are the Washington State Department of Commerce designated Associate Development Organizations (ADOs) who are the lead economic development agencies for their respective counties. The purpose of the PAC5 Regional Economic Development Network is to develop an annual work program and implementation strategy that is focused around the core of recruitment of new regional investment and employment opportunities, retain the region's existing employment base, and the expansion of regional market opportunities, to participate in joint efforts to support the pursuit of resources that will benefit the region and state, and to seek federal designation and recognition as a Regional Economic Development Planning District.

The following provides a high-level industry clusters, and their particular Mason County EDC relevance in an individual county. Officials or stakeholders from PacMtn member counties who do not subscribe to PacMtn's subscription data service can find many of the same data-points by visiting [clustermapping.us](https://clustermapping.us) and clicking on their region of interest.

Provided below are links to PacMtn county data and each picture is linked to the local EDC website.

## **Greater Grays Harbor Inc.**



### **Traded-Sector Cluster Portfolio – 12 Traded Clusters**

- |                            |                        |                        |
|----------------------------|------------------------|------------------------|
| 1. Wood Products           | 5. Forestry            | 9. Electric Power      |
| 2. Hospitality and Tourism | 6. Paper and Packaging | 10. Upstream Chemicals |
| 3. Financial Services      | 7. Construction        | 11. Recreational Goods |
| 4. Water Transport         | 8. Fishing             | 12. Jewelry            |

## Lewis County Economic Development Council



### Traded-Sector Cluster Portfolio – 14 Traded Clusters

- |                         |                      |                             |
|-------------------------|----------------------|-----------------------------|
| 1. Wood Products        | 6. Downstream Metals | 11. Environmental Services  |
| 2. Forestry             | 7. Electric Power    | 12. Trailers and Appliances |
| 3. Transportation       | 8. Apparel           | 13. Downstream Chemicals    |
| 4. Vulcanized Materials | 9. Printing          | 14. Fishing                 |
| 5. Automotive           | 10. Nonmetal Mining  |                             |

## Economic Development Council of Mason County



### Traded-Sector Cluster Portfolio – 9 Traded Clusters

- |                            |                         |                      |
|----------------------------|-------------------------|----------------------|
| 1. Hospitality and Tourism | 4. Forestry             | 7. Downstream Metals |
| 2. Wood Products           | 5. Water Transportation | 8. Nonmetal Mining   |
| 3. Fishing                 | 6. Recreational Goods   | 9. Lighting          |



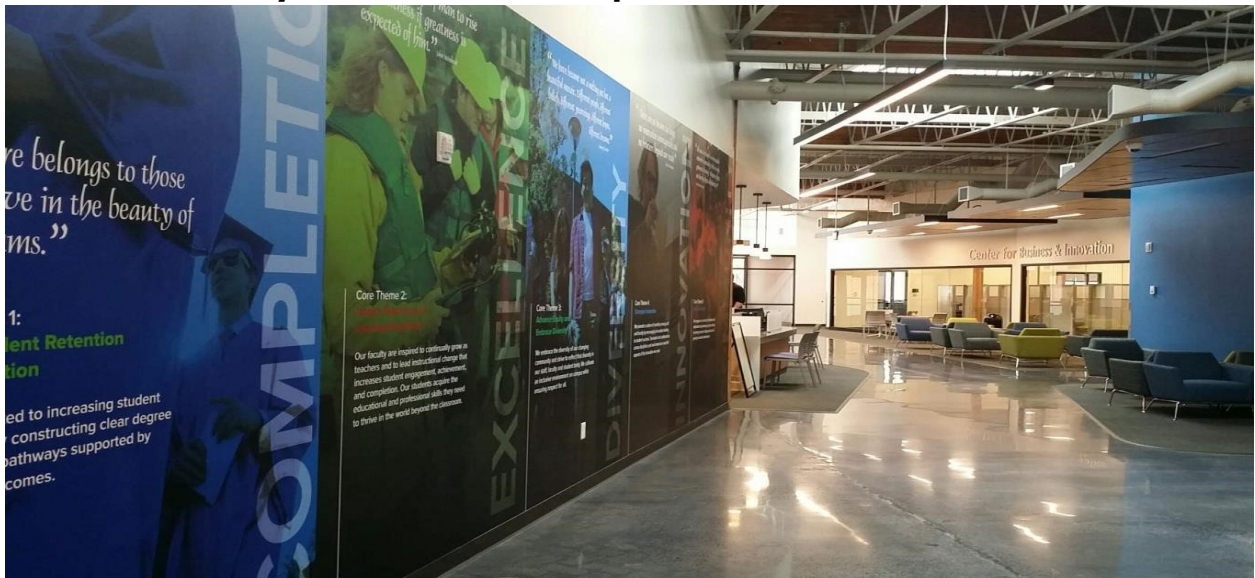
## Pacific County Economic Development Council



### Traded-Sector Cluster Portfolio – 13 Traded Clusters

- |                            |                          |                            |
|----------------------------|--------------------------|----------------------------|
| 1. Fishing                 | 6. Insurance             | 11. Nonmetal Mining        |
| 2. Hospitality and Tourism | 7. Construction          | 12. Environmental Services |
| 3. Forestry                | 8. Aerospace and Defense | 13. Recreational Goods     |
| 4. Wood Products           | 9. Agriculture           |                            |
| 5. Financial Services      | 10. Water Transport      |                            |

## Thurston County Economic Development Council



### Traded-Sector Cluster Portfolio – 12 Traded Clusters

- |                            |                        |                          |
|----------------------------|------------------------|--------------------------|
| 1. Business Services       | 5. Forestry            | 9. Furniture             |
| 2. Hospitality and Tourism | 6. Paper and Packaging | 10. Vulcanized Materials |
| 3. Education               | 7. Downstream Metals   | 11. Performing Arts      |
| 4. Marketing               | 8. Nonmetal Mining     | 12. Fishing              |

Looking forward, PacMtn anticipates maintaining and expanding these productive relationships with all regional economic development organizations through:

- Cultivating business champions to promote sector strategies across critical industries and build support to make sector strategies the “way to do business in PacMtn.”
- Providing data and industry knowledge to local program leaders to ensure relevant and timely programming.
- Finding and leverage funding to support the implementation of sector partnerships, including ways to; secure funding from state and federal systems to support sector strategies, build policy partnerships among key state agencies that have a stake in the success of specific industries, embed language and requirements that support sector strategies in all relevant formula programs, grants, and new initiatives, use sector strategies as a connecting framework across systems and programs when applying for resources.
- Providing training and capacity building for local programs to design, convene, and implement sector partnerships, develop a shared message, and track outcomes. Direct industry engagement and employer satisfaction ensures that sector employers will remain contributors to the regional, state and national economy.

## **Sector Strategies: Engaging Business for Better Results**

When PacMtn's workforce system effectively engages with business, it's a win-win situation for workers, and for employers.

The Workforce Innovation and Opportunity Act (WIOA) places a greater emphasis than its predecessor act on engaging business in the development of workforce solutions, identifying business as a primary customer of the workforce system. Yet for the system to realize the full potential of business engagement, it must go beyond thinking of employers as merely customers. Businesses must be partners in the system. After all, businesses know what they need, and the skills that they lack. They can help identify, create, and implement effective workforce solutions. By providing businesses with easier access to the workforce system and a clearer understanding of the benefits of working together, PacMtn will move business engagement to the next level.

## **Strategic Partner Asset Map**

At the 2016 National Association for Workforce Board Conference the following draft asset map was provided as a starting point for mapping economic development partners. PacMtn and its

Committees and Task Forces will develop a revised asset map as part of its 2016-2018 work plan.

Workforce Development	Education	Economic Development	Small Business Administration	Chambers
<ul style="list-style-type: none"> <li>• Recruitment Events</li> <li>• One-to-One Recruitment</li> <li>• Worker Assessments</li> <li>• Labor Market Information</li> <li>• Customized Training</li> <li>• On-the-Job Training</li> <li>• Layoff Aversion Strategy</li> <li>• Rapid Response <input type="checkbox"/></li> <li>• High Growth Sector Training Grant</li> <li>• Technical Assistance Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum Development</li> <li>• Technical Assistance</li> <li>• Training Services</li> <li>• Training Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Business Start-up Consultation</li> <li>• Business Incubator</li> <li>• Contracting</li> <li>• Loans</li> <li>• Grants</li> <li>• Tax-Exempt Bonds</li> <li>• Tax Incentives</li> <li>• Location &amp; Site Selection</li> <li>• Capital Investment</li> <li>• Environmental Assessment</li> <li>• Technology Transfer Programs</li> <li>• Export Assistance <input type="checkbox"/></li> <li>• Community Development Plan</li> <li>• Marketing Strategies</li> <li>• Vacant Industrial Site &amp; Facilities Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Start-up Assistance</li> <li>• Business Plan</li> <li>• Financing/Capital</li> <li>• Managing a Business</li> <li>• Resources</li> <li>• Human Resources/Managing Customer Relations</li> <li>• Business Accounting/Budget</li> <li>• Cash Flow Management</li> <li><input type="checkbox"/> Tax Planning</li> <li>• Marketing/Sales</li> <li>• Contracting <input type="checkbox"/></li> <li>• Business Certifications</li> <li>• Franchising</li> <li>• Buy/Sell Business</li> <li>• Technology/Computers</li> <li>• eCommerce</li> <li>• Legal Issues</li> <li>• International Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Small Business Council</li> <li>• Small Business Roundtable</li> <li>• Small Businesses Training</li> <li>• Job Shadow <input type="checkbox"/></li> <li>• Leadership Training</li> <li>• Professionals Network</li> </ul>

PacMtn engages employers on multiple fronts. Regional employers are represented on the PacMtn Board and various standing and ad-hoc planning committees. PacMtn conducts periodic employer surveys to refine our analyses and identify current needs. Our staff and contractors engage individual employers directly when developing pilot projects, either through personal interviews or industry cluster/sector focus groups.

### What Better Business Engagement Means for Business

According to a 2014 [Accenture report](#), employers cannot find the talent they need. In this report, just “18 percent of employers [nationally] reported sufficient access to needed skills.” But despite this need for skilled workers, here in Washington, just 8 percent of businesses connected with the state’s workforce system to find talent. And talent acquisition is only one challenge facing today’s businesses. New articles and reports identify a variety of human resources challenges that the workforce system could help to address, including:

- Up-skilling workers and jobseekers to keep pace with rapid changes in technology.
- Retaining talent.
- Planning for succession.
- Increasing workforce diversity.
- Dealing with the greater demand for flexibility within the workforce.



- Impacts of personal life on work.

There are areas where the public system and business share in the cost of developing an employee's skills, including work-based learning (on-the-job training, incumbent worker training, apprenticeship). Business partnerships with workforce development and human services programs can increase diversity in the hiring pool and support job retention in the workplace. If employers are willing to partner with the workforce system, expend energy, and, devote resources, they can leverage their investment to create sustainable solutions to their workforce challenges.

### **Aligning and Coordinating Across the Workforce System**

Effective business engagement is a system function, rather than a programmatic one. Each system partner comes with specific resources to develop, support, educate, and train the workforce in the region, and a mandate to better engage business in doing so. When each program works in isolation to create businesses services, increase contact with businesses, or solicit business input, the end result is a patchwork approach where some businesses are asked the same questions over and over, and others are left completely out of the conversation. Creating an aligned and coordinated approach that conveys the full strength of the system increases its efficiency and the likelihood that employers will realize value from the system. To achieve this innovation, Washington's workforce system must shift its focus when working with businesses from the promotion and administration of programs and management of services, to a more strategic role of building regional talent pipelines, addressing skill gaps, and creating meaningful education and career pathways for a range of workers in key industries.

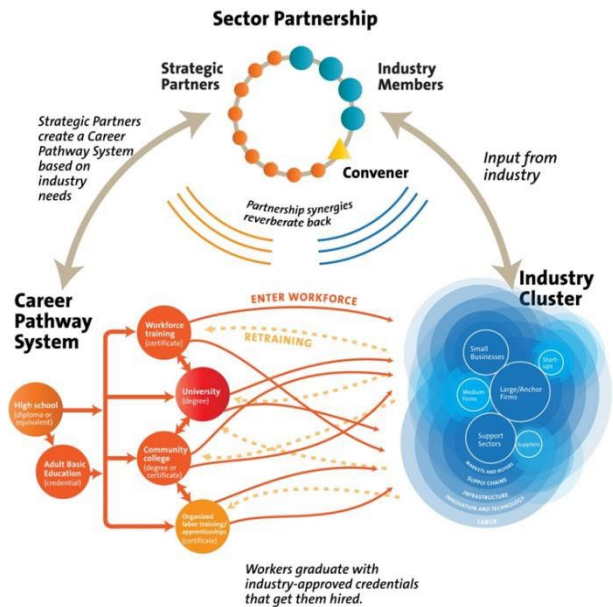
### **Engaging Business through Career Pathways**

Career Pathways form a transit system for careers, mapping out the various routes workers can take to achieve their career and life goals. Career Pathways serve as a recruitment and retention tool for industry sectors, clearly conveying the career pathways within the industry to current and potential employees. Businesses identify the career progression within and among the occupations critical for the industry to prosper. The education system, through ongoing consultation with businesses, organizes programs that enable current and future workers to access the necessary education, training and apprenticeship to fulfill those job requirements and move up the career ladder throughout their lives.

Career pathways must be highly informed by businesses in a regional economy and supported by system partners. These pathways offer a mechanism for those with barriers to employment to move more efficiently into jobs. The workforce system partners identify and provide the support services for current and future workers to succeed in their education, training, and apprenticeship, and enter careers. Business input helps the education system better tailor and update curriculum based on regional industry needs and trends, building a sustainable talent supply pipeline.

**Sector Partnerships: The Keystone to Connecting Career Pathways to Industry Cluster Growth**

Sector Partnerships align education and training programs with industry needs to produce readily employable workers.



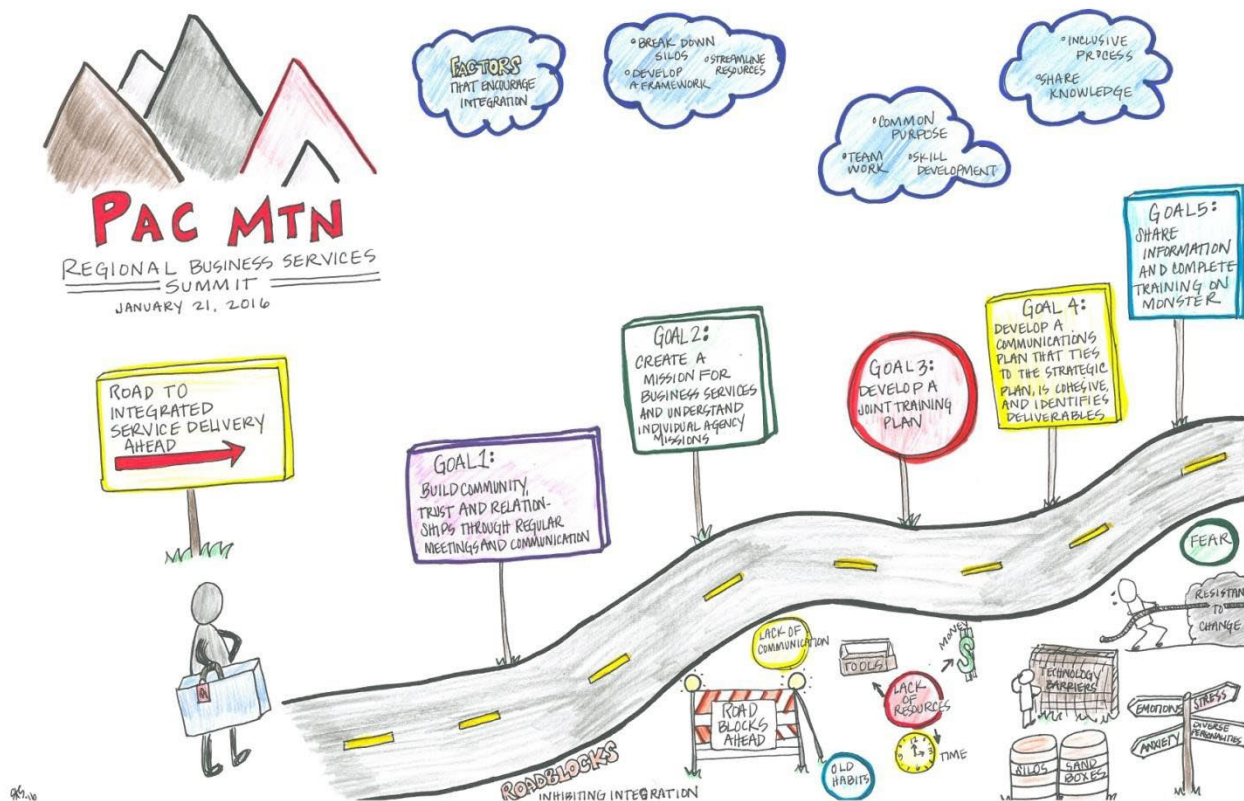
NATIONAL GOVERNORS ASSOCIATION

THE WOOLSEY GROUP

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**Business Engagement Goals**

Over the next two years, the following goals will help move PacMtn's system forward:



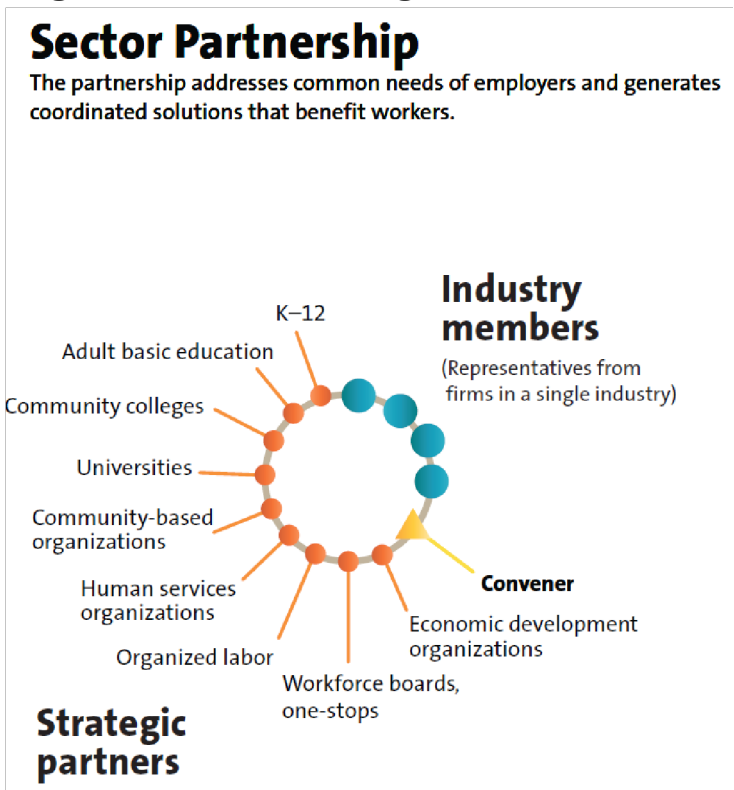
### Business Engagement Goals:

1. Build community trust and relationships through regular meetings and communication.
2. Create a mission for regional integrated business services and understand individual agency missions.
3. Develop a joint training plan.
4. Develop a communication plan that ties to the strategic plan, is cohesive and identifies deliverables.
5. Share information and complete customer relations database training, **WorkSourceWA.com**.

### Promoting Quality Jobs

[Leveraging Workforce Training to Promote Job Quality](#) through enhanced business engagement PacMtn has a platform to elevate opportunity for our region's workforce. There is a hidden cost to low wage work that is ultimately borne by communities. Thus, PacMtn seeks to build shared prosperity through partnership with businesses that offer career progression, stable work environments and family sustaining wages.

## Regional and Cross-Regional Sector Partnerships



WIOA requires workforce regions to develop public-private sector partnerships and strategies to assist industry clusters with overlapping needs in recruiting and retaining talent, education, training, apprenticeship and increasing productivity and work quality. According to national data, sector partnerships have reduced employee turnover by 21%, led to a 41% reduction in customer complaints and increased productivity by 84%. A “best practices” analysis by the Colorado Workforce Development Council identified 8 critical elements in a successful sector partnership.

Over the past 10 years, the Department of Labor has funded a succession of initiatives that reflect sector strategy principles, including the WIRED and American Recovery and Reinvestment Act grants, which PacMtn was a recipient of.

PacMtn is currently building our first sector partnership in the Forest and Wood Manufacturing industry cluster. The effort is being funded, in part, through a federal National Emergency Grant and is described in detail elsewhere in this plan. The overarching goals are to establish a sector task force, build feedback loops, identify value-added service delivery opportunities and increase the quantity and quality of job and/or apprentice/OJT placements. Once we have refined this process in the Forest and Wood

### Sector Partnership Critical Elements

1. Selecting a sector partnership convener trusted by business.
2. Identifying and sharing performance data (job creation and retention, cost savings, sales).
3. Leveraging private and public funds to support coordination, offer training.
4. Clearly defined, brief and productive meetings.
5. Engaging subject matter experts to share industry insights and knowledge.
6. Utilizing subcommittee to do “heavy lifting” work based on their areas of interest.
7. Increasing worker productivity and effectiveness through incumbent training.
8. Providing flexible training, to serve the actual needs of regional employers.

Manufacturing sector, we intent to extend it to the other identified target industry clusters.

The PacMtn Board has also adopted focused strategies for supporting in-demand sector growth and employment opportunities. While PacMtn is responsible for leading a large share of sector strategies, we have also enlisted implementation support from many of our partners. **Cross-**

### **Regional Sector Partnership: Wood Products & Paper Manufacturing**



Over the last few decades, the forest products industry and overall economy has undergone dramatic transformations, requiring workers to engage in life-long learning and skills development. Workers today may not only work for several employers over the course of their careers, they may also have several distinct careers. For many workers, navigating their way through a constantly changing labor market and the maze of

opportunities, and pitfalls it may present is challenging. For some, these challenges result in extended periods of unemployment, and for others, a life-long career in low-wage or temporary jobs. The Wood Products and Paper Manufacturing Sector has national, regional, and cross-regional impact. The forest products industry in Washington is the second largest behind Oregon, with about 10% of the nation's total private establishments and employment. The forest products industry is the second largest manufacturing sector in the state after transportation—primarily aircraft/aerospace—representing more than 14% of total manufacturing in Washington.

The PacMtn, Olympic and Southwest WDCs, in partnership with regional Business Services Teams, local economic development leaders and education partners will work with industry employers to identify skill gaps, explore up-skill backfill training systems, and align resources to provide career pathways that include paid internships, subsidized on-the-job training opportunities, and long-term employment.

Key goals include:

- Convening a public-private Industry Sector Partnership
- Cultivating business champions to promote sector strategies cross-regionally
- Providing data and knowledge to program leaders to ensure relevant and timely programming
- Invest in appropriate sector industry education, training and apprenticeship.

### **Approach**

The Sector Partnership National Emergency Grant secured by PacMtn is being used as a launch point for this wood products regional sector partnership. PacMtn will work with Olympic and Southwest WDCs to imitate planning for the sector.

Based on the Washington State Sector Partnership Framework, the cross-regional partnership will utilize a “sector navigator,” cross-regional business service teams, and their partners to build a cross-regional Wood Products and Paper Manufacturing sector partnership team. The cross-regional partners will identify any missing partners, will convene initial partner meetings, develop a partnership agreement, and determine what resources may be committed and/or aligned. The cross-regional team will analyze cross-regional sector data to determine the key industries within cross-regional sector and identify any initial gaps in service. The partners will develop a plan of action to convene sector employers and determine which partners will lead efforts to meet common objectives.

The partners will seek to engage employers, for the purpose of informing educational asset design/re-design, to ensure that skill development activities are work-integrated, to enhance program offerings, and to evaluate the effectiveness of the program in meeting industry needs. Together, sector employers and workforce system partners will explore new ideas for regional sector training models, including apprenticeship, and apprenticeship based up-skill, backfill models—strategies for a 21st Century PacMtn Wood Products and Paper Manufacturing Sector Partnership Framework will set a baseline for sector partnership measures of success according to the needs of business.

### **Measuring Success**

During the first two years of this strategic plan the cross-regional partners will:

- Identify cross-regional partners
- Convene partner meetings
- Develop partner agreements
- Provide sector data
- Determine cross-regional industries within sector to explore □ Develop action plan

The PacMtn Sector Initiatives and Employer Satisfaction Task Force will serve as the advisory council in support of the launch of the cross-regional sector partnership effort and will work to coordinate with partner WDCs in further developing a cross-regional advisory oversight group.

Performance is tracked through Sector Partnership National Emergency Grant quarterly and annual performance reports. Cross-regional partnerships will be evaluated annually by all parties.

### **Inventory of Regional Business Engagement Activities**

In addition to the business engagement activities described earlier in the Strategic Plan, PacMtn utilizes a variety of formats to engage businesses directly and indirectly. The following are just a few of many examples:

## **Target Sector Identification**

PacMtn engaged the business community through our Chamber and EDC partnerships to identify and select the priority variables used to identify target industry clusters.

## **Pac 5 Partnership**

PacMtn coordinates workforce planning and economic development activities through a partnership with the five Economic Development Councils in our region. Among other things, we have used this roundtable, sometimes with an extended list of participants involved, to design and distribute industry surveys, identify data needs and build a more comprehensive understanding of available business resource and worker training programs.

## **IWI Subcommittee**

PacMtn established an Industry Workforce Initiatives (IWI) Committee to research project to identify middle- and high-wage occupations projected to have at least twenty annual openings in the five-county region between 2013 and 2018. The goal was to determine whether the region would be able to produce job-ready employees to meet that industry demand and, if not, to identify additional training services or approaches to address shortcomings and, thereby, stabilize the workforce side of a broader industry retention and expansion effort. To help identify potential training improvements, the IWI had originally envisioned convening a pilot “skills panel” comprised of local industry employers and training providers. For the pilot occupation, the IWI chose “First Line Supervisors of Production and Operation Workers” due to its presence in multiple industry sectors and all five counties. To ground-truth the data and ascertain employer interest in convening a skills panel, members of the IWI reached out to a variety of employer types in multiple counties.

## **Business to Business (B2B)**

We recognize that it can be a challenge for businesses to reach out to the workforce system and our pipeline of job seekers. This is where the regional Business to Business team comes in. We help make those connections and work to fill an employer’s job openings with candidates in the job seeker pool. We also base our outreach to businesses upon who we have currently enrolled, and what types of industries they want to work in. The B2B Team assists businesses in finding applicants, qualified program staff work to carefully match our prescreened and skilled program participants to employer job requirements. As an employer, by hiring one of our program participants, they are [eligible to receive on-the-job training funds](#) that help offset the initial cost of training an employee. The B2B team provides additional follow-up services to ensure employer satisfaction.

## **Work-Based Learning Opportunities**

Work-based learning opportunities are a win-win-win for the jobseeker/worker, the business, and the workforce system. Jobseekers collect a paycheck while in training and businesses are able to defray payroll costs, while helping a worker gain valuable skills. [Work-and-learn](#) solutions help ensure training provides tangible, relevant skills that lead to jobs for trainees. They give an

employer the opportunity to get to know job candidates and build commitment between employers and jobseekers.

### **Sector Partnerships**

As described earlier, PacMtn is pioneering our first sector and cross-regional partnership with Wood Manufacturing industries. Our sector navigator is already interfacing directly with businesses to identify priority occupational needs, desired skills and other required support.

### **Information Sharing**

PacMtn is developing a communications and information sharing plan. As part of our Strategic Plan outreach effort, we have asked both industry and service delivery partners what types of data and stories would help them conduct business planning, analyze workforce trends and opportunities, and better understand how to access public workforce system resources.

PacMtn intends to begin providing our partners periodic “data blasts” starting in 2016, based on their identified priorities and preferences.

### **Rapid Response Partnership**

The mission of the pre-layoff system is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure and/or disaster. All local areas will provide Rapid Response activities to employers and workers when a layoff or closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive and local areas will develop local protocols to ensure contact with affected parties within 48 hours of receiving notice of a layoff, closure or crisis event.

#### **Mason Transition Center**

PacMtn received Rapid Response funding to provide needed services for those impacted by the Simpson Lumber closure. This collaboration housed the team working together to put people back to work and enable them advanced training for their chosen futures. A Jobs and Hiring Fair brought over 300 job seekers to the Mason County Transit Center to meet with 50 employers interested in hiring. This successful event was organized by B2B and viewed favorably by the employees, the company and the community.

PacMtn has a long and successful history of providing Rapid Response activities to employers within its area. From the decline of the timber and fishing industries in the early 1990s to the recent decline in state and local government, we have been extremely active and proficient in the delivery of our Rapid Response activities.



## WorkSource offers another job fair for displaced workers

by BRIANNA LOPER  
brianne@mesoncounty.com

Driven by success at its June job fair, WorkSource Mason County scheduled another event to connect employers with job seekers.

However, this event will take the idea of a job fair one step further, according to the office's business services outreach coordinator, Ryan Dahlstrom.

"This is not just a job fair or a career fair," Dahlstrom said. "This is a hiring event, where attendees could actually get hired that same day."

The hiring fair is scheduled from 10 a.m. to 2 p.m. Oct. 14 at the Mason Transit Authority's Transit-Community Center, 601 W. Franklin St. in Shelton.

WorkSource, partnering with the Economic Development Council of Mason County, Shelton Mason County Chamber of Commerce, Mason Transit Authority and Pacific Mountain Workforce Development Council, plan to bring at least 50 employers to the event, ranging from entry-level homeworkers and bus driver positions up to senior-level positions with major companies.

Dahlstrom said he's still solidifying the list of businesses that plan to attend, but it should be available later this week.

In addition to bringing dozens of employers together in one place, Dahlstrom said the event will have assistance available to help job seekers apply for jobs and build resumes.



Journal file photo

Jerett Pinczer, right, speaks with Jose Perry about jobs offered through the company he works for, Puget Sound Naval Shipyard, during the job fair on June 10. A similar hiring event is scheduled to take place on Oct. 14 at the Mason Transit Authority Transit-Community Center.

"This event is all about interactivity," he said. "We're helping people to apply onsite."

At the event, potential employees can find a job they'd like to apply for, and then move to a separate room next door where they can receive help applying for that job.

"They can walk back out and say to the employer, 'OK, I applied. What else do you need from me?'" Dahlstrom said.

In addition, services will be available to help job seekers fine-tune their resumes. Information will also be available for those looking to start their own business.

The event is building off another job fair that the organizations put on in June, which connected more than 400 job seekers with 64 employers, Dahlstrom said.

The June job fair took place in response to the closure of Simpson Lumber Co., which closed its Shelton operations after Sierra Pacific Industries bought the mill earlier this year. Due to the closure, more than 270 employees were out of work and looking for employment in Mason County, according to the Economic Development Council of Mason County.

Many of the businesses at the job fair had positions available that required similar skills to those required to work in the lumber mill. Aerospace,

### IF YOU GO

**WHAT:** Hiring Event for five-county region

**WHERE:** 10 a.m. to 2 p.m., Oct. 14

**WHERE:** Mason Transit Authority's Transit-Community Center, 601 W. Franklin St., Shelton

**COST:** Free

**BRING:** Job seekers should dress as though they are attending an interview. Resume and references are optional, but encouraged

**FOR MORE INFORMATION:** Call Ryan Dahlstrom at WorkSource Mason County, 427-7026

see JOB FAIR, page A-22

In the vast majority of cases, notification of closures or curtailments come from the State Dislocated Worker Unit (DWU) initially by phone or email but then followed up with a WARN Notice from the company. PacMtn is responsible for maintaining the provision of rapid response at the local level of WDA 2. We are responsible for the following:

- **Establish and Maintaining a Local Rapid Response Team:** Members of the team may include representatives from the WDC, Unemployment Insurance TeleCenter, WorkSource, labor organizations and/or State Labor Council (when the workforce is union represented), Reemployment Support Centers (when applicable), community and technical colleges, and other stakeholders and interested parties. A rapid response point of contact is identified to coordinate with the State DWU is identified, and may be a PacMtn administrative staff or a designated local rapid response team member.
- **Planning Assistance for Dislocation Events:** Where feasible, rapid response assistance should be conducted on-site. The local rapid response team, in conjunction with the State DWU and PacMtn, provides rapid response activities. Though the majority of Closure Notifications come from the State DWU through the WARN notification process, quite often notification comes to the Workforce Development Council from a local WorkSource office or from a Local Economic Development Council. In those cases, PacMtn immediately contacts the State DWU where we jointly develop a plan for

responding to the company and the employees. If the company is organized the State Labor Council is notified.

- **Entrepreneurial Training and Microenterprise Support:** PacMtn also provides services and support for future businesses. Our StartI center offers business start-up and operations resources for the self-employed and entrepreneurs. Additional information and training can be secured through the Business Resource Centers at our partner EDCs, including the new Center for Business and Innovation at the South Puget Sound Community College (SPSCC) campus in Lacey. The SPSCC Foundation is also launching a new micro-lending program to help new businesses get off the ground until eligible for traditional bank funding. PacMtn also coordinates with micro-enterprise partners including Enterprise for Equity, a local non-profit committed to helping underrepresented populations access the resources they need to succeed in business.

## REGIONAL SERVICE DELIVERY: Improving the Customer Experience

WIOA Section 121, Establishment of One-Stop Delivery Systems provides required partners the framework to continue the conversation of how PacMtn's workforce programs can be more effective, efficient and aligned. The answers will not come with our organizations staying in our respective silos, nor in us duplicating what the other does. But real gains could be made with thoughtful review of how to redesign the system, how to better allocate resources, and more fully integrate the best of each of our capabilities.

### How Might We?

On December 5, 2014, the PacMtn Workforce Development Council Board kicked off the work of building its team of system leaders for ongoing joint decision-making, hosting a collaborative meeting to discuss what the council knew, what the partners knew, and how might we move forward as a region. We specifically addressed these questions:

- What are the critical factors that enable our collaborations to achieve meaningful impact?
- How do we begin to understand the gaps, strengths, and strategic opportunities of our region's broader talent development system?

- How do we share information, goals and expectation to expand the impact of the workforce system?

Together we began to examine the possibilities and to design a workforce system that asks...

**“How might we better support workers seeking jobs and careers that drive the economy and build prosperity?”**

### Customer Centered Design

“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements of business success”

*-Tim Brown, IDEO President and CEO*

- **Research:** Get inspired by the people we are serving and start by listening to people to get new ideas about how to design for them.

As the leaders and conveners of the regional public workforce system, the PacMtn Workforce Development Council set the tone and encouraged ideas about possibilities and how to move forward while remaining cognizant that the process is iterative, and understanding that time must be awarded for planning and continuous partner engagement and system integration. Further, the partners continue to be accountable to the system's shared customers and so whatever the design; the partners must remain focused on customer centered design, continuously vetting improvements, and making sure we are truly enhancing the customer experience and their outcomes with the workforce system.

Throughout the spring and summer of 2015, the partners continued the work and regional system leaders set the stage for approaching integrated service delivery system design. Jointly the partners asked:

- How might we vision and integrated delivery system?
- What factors encourage or inhibit integration?
- What is the current status of integrated service delivery?
- What are the next steps to revitalize a workforce system to meet the needs of job seekers and employers?

Together the partners emerged this **integrated one-stop system definition**, *the delivery of one-stop workforce services in a manner that aligns all of the resources of participating partners to seamlessly address the education, training, apprenticeship, and employment needs of system customers. Integrated service delivery is intended to reduce duplication and administrative burdens in order to provide a better match between job seekers and employers by better screening, assessment, skill development, and skill certification opportunities related to the need of employers and economies.*

**The goal is more people getting jobs, keeping jobs and getting better wages.**

With this in mind, the partners began investigating the current regional service strategies, asking:

- **Synthesize:** Identify patterns and surprising insights to inspire new opportunities for design.
- **Ideate:** Brainstorm new ways to serve customers.
- **Prototype:** Try out ideas and get feedback from customers--revise prototypes and get more feedback.
- **Test:** Try out a pilot program and experiment with ways to implement new ideas.

- What are ways, if any, my agency already participates in integrated services? What encouraged your agency to or discouraged your agency from participating in integrated career and employment services?
- What can your agency do to begin or extend your participation in integrated services?
- Which other agencies are the most natural partners for integration with your services?
- What are the ways we can encourage acceptance of integrated services both as a concept and in greater detail? What is the status of my agency's related policies that might be incorporated into integrated policies?
- What new policies are needed in advance of that integration?
- What is a good outline for integrated policies? What components of such an outline are important from your point of view?
- What are the ways we can encourage acceptance of integrated policies both as a concept and in greater detail?

Leaning into the work, the partners agreed, to ensure that PacMtn's workforce development system improves the quality and labor market relevance of workforce, partners must braid, weave and leverage workforce investment, education and economic development activities. By Providing the region's workforce with the education, skills and credentials necessary to secure and advance in employment with living wages, the region's employers are provided with the skilled workers needed to prosper in the global economy. The partners recognize that all PacMtn job seekers, particularly those with barriers to employment, must have access to innovative, 21<sup>st</sup> Century workforce training, education, apprenticeship programs and support services that provide the knowledge, skills and credentials necessary for securing living-wage employment that strengthens the state and local economies and meets the needs of employers. Together the partners emerged these regional integrated system delivery goals:

## **Regional Service Delivery Goals:**

### **GOAL 1:**

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***Meet the needs of employers by implementing and scaling guided college and career pathways.***

**Objective 1:** Provide targeted, accelerated workforce investment activities through a region-wide workforce development system.

**Objective 2:** Increase attainment of recognized industry and postsecondary credentials by participants.

**Objective 3:** Improve the quality of the workforce, reduce welfare dependency, and increase economic self-autonomy.

### **GOAL 2:**

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***Align investments in workforce, education and economic development to in-demand jobs.***

**Objective 1:** Provide access to a high quality region-wide network of WorkSource one stop community resource centers.

**Objective 2:** Provide navigational and targeted employment services.

**Objective 3:** Connect customers to work-related training and experiences.

**GOAL 3:*****Expand opportunities for employers and participants to engage in integrated learning and work experience activities.***

**Objective 1:** Provide more information regarding paid and unpaid internship and job shadowing opportunities.

**Objective 2:** Provide more information regarding on-the-job training and apprenticeship opportunities.

**Objective 3:** Provide opportunity for employer led class projects and industry tours as a part of workforce education experiences.

Leaning even further into the work, we asked the partners, “how might we improve a system,” and began taking inventory of the current regional service strategies and agreed upon core values of a new and emerging integrated services delivery system.

1. **Staff Professional Development & Cross Training for Effective Outreach and Awareness:** For participants to be availed the opportunity to achieve meaningful attachment to the labor market and economic security using an integrated pathways approach, the first requirement is for front-line service delivery staff at all intake points to be thoroughly knowledgeable of the programs and services available across the system and to understand the combination of programs and services to call upon for every career pathway in order to effectively support participants first at intake and subsequently during triage and follow up. To that end, initial and ongoing orientation (even cross-training) of front-line staff to the programs and services available across the system is critical.

This streamlined, integrated approach requires staff to use technology in new ways to simplify administrative processes, provide the customer with easy-to-use interfaces to access relevant information, connect to resources, and expand the options available for skill development certification, and portfolio management. New technologies will enable jobseekers to use their own devices to connect easily and effectively to public systems and take advantage of state-of-the-art communications, and networking and accessibility tools.

## 2. **Customer Choice & Strength or Asset-Based Programming:**

The model honors the assets and interests of each potential and enrolled participant, at every stage of service delivery. Guidance is provided about the full range of possibilities available to each individual at the point in time for which they are seeking services. The model takes into account that participant desires may change as they engage in services, learn more about their abilities, interests, and about new career options. Service plans are designed with the participant to achieve the participant's desired outcomes, with adequate periodic check-ins and adjustments to ensure continued plan appropriateness and effectiveness.

## 3. **Coaching & Navigation:**

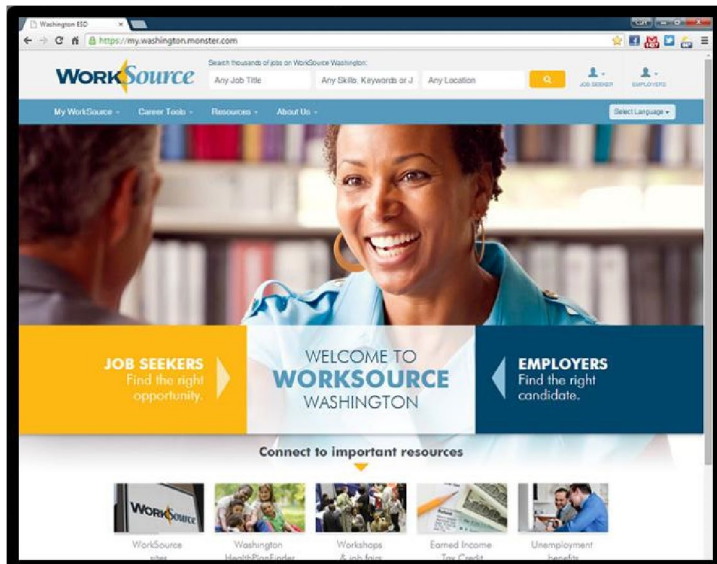
Together effective coaching and navigation will provide the momentum—the positive forward motion—for individuals in transition. Coaching provides guidance and also the cheer-leading that is often missing in the lives of the vulnerable, disadvantaged, disenfranchised and meets the individual where they are personally and in the reality of their lives. Navigation provides assistance to move between and among services and into the workforce. Eventually, through the experience of active engagement in programs, with support from staff as both coaches and guides, participants will learn to value and cheer for themselves, and will learn about problem-solving and self-advocacy. Whenever possible, the model encourages single points of contact for coaches and navigators (often the same individual), to eliminate the difficulties of transition from service to service.

By ***Braiding, Weaving, and Leveraging System Partnerships***, the workforce system becomes richer and is able to offer a more robust menu of services, such as: basic education and literacy including English-as-a-second language, workplace readiness instruction and assessment, skills upgrading for occupational progress, and the development of knowledge, skills and abilities for job entry.

## **Enhancing and Expanding Access**

### **Multigenerational Approach**

The use of technology to remove barriers for job seekers and employers, and enhance their access to services is a “game changer.” Advances in telecommunications and technology potentially allow for seamless, universal, and remote access to all workforce development



services. PacMtn one-stop centers are all Wi-Fi enabled.

Washington State has partnered with Monster.com to create a powerful new job-match site. A proven technology that helps customers find career opportunities, employees, build their profile and portfolio, and sixth sense search tools.

Executing universal accessibility to PacMtn's workforce system will require a concerted, long-term effort from all partners, and a willingness to

adapt and refine service delivery strategies to meet customer needs. This collective commitment to leveraged resources is essential if all

Washington workers are to benefit from an improving economy. While technology cannot fix all barrier access problems, in many cases, it will free up staff to tackle more difficult access issues.

### **Universal Access Across the Regional Workforce System**

Fundamental to WIOA Section 188 and PacMtn's vision for the workforce system is the concept of universal accessibility: PacMtn's workforce system must be prepared and able to serve jobseekers from all kinds of backgrounds, who face a variety of barriers. You can find PacMtn Accessibility and Equal Opportunity policies at <https://pacmtn.org/governance/policy>. Universal accessibility encompasses both physical accessibility of all facilities, as well as programmatic accessibility—taking into account customers' particular access needs. Integration of service delivery and better coordination among workforce system partners will allow services and delivery approaches to be customized to particular access needs. PacMtn and its partners will assess virtual and in-person accessibility on an annual basis.

### **Transportation and Support Services**

As a provider of workforce development services, PacMtn understands the need for involvement of public, private, and nonprofit transportation services, human services providers, the public and other entities that represent individuals who have special transportation service needs. The purpose of human services transportation and support service coordination is to improve services for individuals with disabilities, older adults and individuals with lower incomes and other barriers. Regional and local partnerships can enhance transportation access, minimize duplication of services, and facilitate alignment of access to cost-effective transportation possible with available resources.

## **Service Delivery Integration**

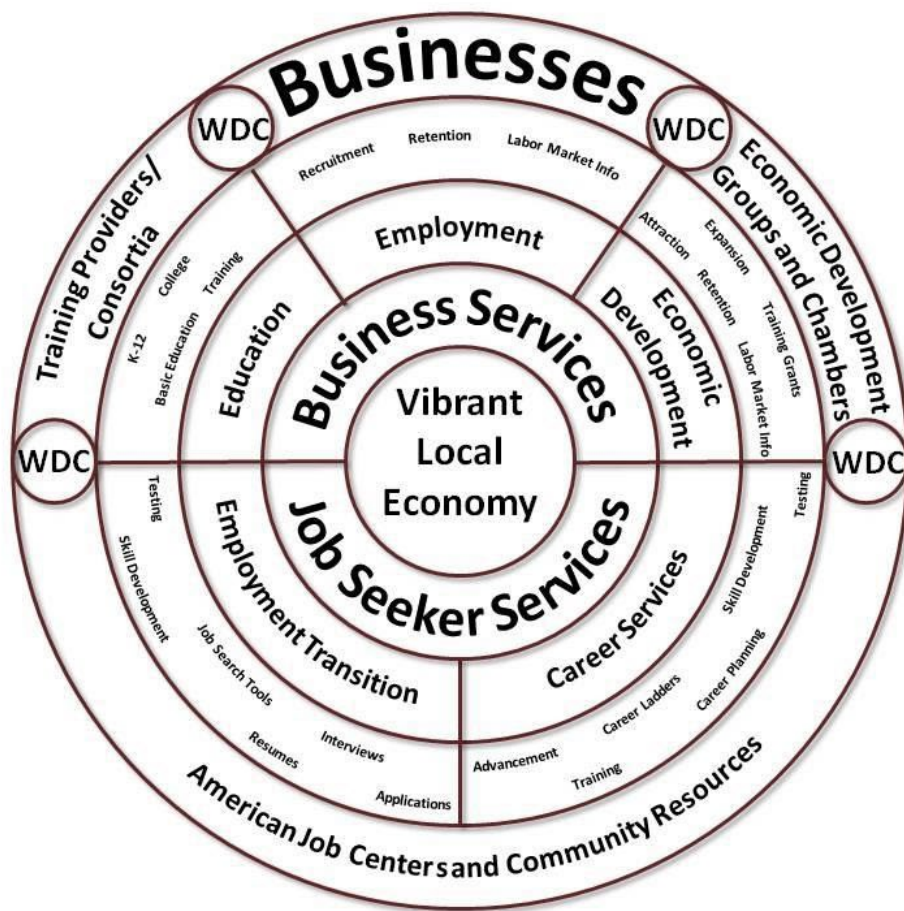
PacMtn WDC oversees the regional network of America's Job Centers, called WorkSource. WorkSource is a system of partners who work towards common goals. Our WorkSource Centers are a focal point for developing community prosperity, one job seeker and one employer at a time. Each WorkSource is committed to being a community resource and providing excellent customer service. PacMtn understands that to provide more depth and breadth in the services across the far reaches of the region, partners are fundamental. WorkSource services can be delivered in a comprehensive one-stop center and through partner connection and affiliate sites. PacMtn will braid, weave and leverage its partnerships to create and cast a wider net of WorkSource services in the region.

By building strategic alliances and designing innovative workforce solutions, we are creating a pipeline of skilled and talented workers prepared to meet the needs of local employers and the industry of tomorrow. Targeted employment services help job seekers explore career pathways, update skills and gain work-related training--increasing employability, retention and long-term earning potential. This supports regional employers by supplying them with the skilled workers they need.

PacMtn's many successes in workforce development and integrated service delivery are evident in the rich regional and local partnerships that have been established and maintained for over 3 decades. PacMtn is a contributor to Washington State's overall effectiveness in coordinating services across the core, required and other partners. Washington's many successes in workforce development are detailed in a [2015 report by the State Auditor's Office](#).



## Regional Partner Network Hub



Integrated Service Delivery is the delivery of workforce system services in a manner that aligns/braids the resources of participating partners both at the regional and local level to seamlessly address the education, training, apprenticeship and employment needs of system customers - job seekers and businesses. Integrated service delivery reduces duplicative and administrative activities in favor of a positive customer experience, allowing partners to use their resources for value-added services to assure that job seekers have the skills to success in the local economy. ISD creates a warm and meaningful welcome and a quick connection to resources. Rather than simply providing a “countable” service, ISD immediately connects the customer to a robust set of high value system resources relevant to the local and regional economy including screening, assessment, skill development, work-readiness, skill validation and certification. Staff working in an integrated environment are organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is more people getting jobs, keeping jobs and getting better wages.

The components of integrated service delivery include:

- **Co-enrollment** of all job seekers accessing WorkSource Services (all means all) and **braiding/directing resources** to provide appropriate services, regardless of categorical eligibility.
- Organizing staff and services around **functions** rather than programs or agencies  
☐ Meeting a **common set of outcome measures** for all customers.
- **Providing a robust menu of services** that result in labor market outcomes, increasing the focus on skill development and certification based on labor market requirements, and work-based experiences.
- Developing a process to gather customer input and using customer input (job seeker and business) to **continuously improve services**.

Integrated Service Delivery is based on the concept that “all means all,” meaning that every job seeker or business who comes to WorkSource seeking services is a customer of the system. As a result, staff work as functional teams to unlock access to the tools and services WorkSource customers need to succeed. ISD also recognizes that in today’s economy skills are currency, and the job of WorkSource is to help job seekers and businesses find better ways clarify and document and grow the skills of our workforce.

**Customer Focused/Led:** Customer focused service is the most critical and important success factor for the WorkSource system in meeting its mission. Integrated service delivery only succeeds if it is based on a strong commitment to customer service – meeting the customer where they are and helping them move efficiently to the appropriate next steps. Staff practicing ISD model exemplary customer service daily, not only to employers and job seekers, but to each other as well. Exemplary customer service is a trademark of WorkSource and staff uphold that standard by their actions. Staff engage every customer with respect, empathy and a commitment to serve their employment, education, training, apprenticeship and/or hiring needs.

Our external customers include local job seekers and employers and our internal customers include WorkSource frontline staff, volunteers, community partners and leadership. Staff assure that services are easily accessed and information provided is complete, allowing customers to select the level and type of service that best matches their needs.

**Teamwork:** Under ISD, functional teams are at the heart service delivery. All WorkSource staff aspire to be greater than the sum of our parts and demonstrate that ethic daily, by supporting colleagues, their programs and agencies in the effort to meet customer needs. One of the unique qualities of the WorkSource system is the rich and diverse array of partners that combine to deliver exceptional employer and job seeker services. Teamwork is essential to meet customer’s real time needs by reaching across programmatic boundaries. WIOA removes some traditional program silos and encourages co-enrollment that expedites and improves the customer’s progression. There is no “wrong door” at WorkSource and ensuring a successful customer experience that includes leaving with tangible value, clearly defined next steps and renewed hope is everyone’s responsibility.

**Equity, Honesty and Inclusiveness:** WorkSource values equitable service delivery for all of our customers and promotes equity in all of our programs and services. Implementation of ISD requires staff to be honest stewards of the resources entrusted to the system, maintain integrity for customer and program information and strive to always be inclusive. WIOA mandates and WorkSource celebrates the expectation to reach customers that cannot or traditionally do not find their way into WorkSource sites. Staff are equally focused on enhancing inclusive efforts that help customers faced with significant barriers such as youth and young adults, homeless, individuals with disabilities, criminal justice involved individuals, or limited English language skills.

**Accountability, Continuity and Continuous Quality Improvement:** WorkSource staff and leadership are always accountable for their actions and applicable local, state and federal requirements and measures. Under ISD, staff are empowered and encouraged to continuously find ways for improving or enhancing service delivery and identifying gaps and strategies to close those gaps. Staff operate to ensure that the customer experience is always more important than programmatic processes. They quickly pick up where their colleagues left to help customers identify and execute the next steps in their plan. Customers do not have to tell their story again or give information they have previously provided. Staff meet customers where they are every time and transitions to other programs or staff are seamless and effective.

### **Core Programs & Commitments**

The PacMtn regional workforce system resides within a dense network of partners that is continuously growing. Within that network there are six core partners who provide resources in support of regional one-stop center operations and are committed to working toward a seamless, customer-driven system that will not differentiate between programs and agencies whether local, state, or federal. The plan unites six core programs with any number of workforce services across the education, training and apprenticeship systems.

Core Program	Commitment
<p><b>Title I: Adult/Dislocated Worker and Disadvantaged Youth</b></p> <p>Leader and convener of the regional workforce system.</p> <p>Workforce development workshops, assessment and career guidance, resources for worker training, on-the-job training, support services, and business services</p>	<ul style="list-style-type: none"> <li>• Lead and convene the system and its partners to assure that the WorkSource system provides fully <i>accessible and integrated</i> service delivery to all job seekers, including those with disabilities.</li> <li>• Work with Core Partners to implement successful orientation, referral and joint service delivery methods that assist job seekers, including those with disabilities in receiving seamless services within the WorkSource system.</li> <li>• <i>Lead the development and the implementation of the local WorkSource Business Plan and establish the strategic direction to serve employers who seek to employ Core Partner customers and other job seekers, including those disabilities.</i></li> <li>• Lead and convene WorkSource partners to advocate for the needs of customers, particularly individuals who experience barriers to employment.</li> <li>• Review and approve Adult Basic Education and Literacy Plans as needed.</li> <li>• <i>Lead and convene Core Partner Memorandum of Understanding and Resource Sharing Agreement Discussions</i></li> </ul>
<p><b>Title II: Adult Basic Education and Literacy</b></p> <p>Adult basic skills training, English as a Second Language training, GED</p>	<ul style="list-style-type: none"> <li>• Participate in a locally driven, fully integrated WorkSource service delivery system that provides basic skills services and training to WorkSource customers;</li> <li>• Provide an accessible, common, culturally and academically sensitive one-stop experience that is welcoming and positive to all clients with academic and language barriers through multiple access points and multiple modalities of services;</li> <li>• Provide basic skills services and training to WorkSource customers through navigation, instruction, and advising services to clients beginning with where they are when they enter the one-stop system. Ensure the training and placement needs of clients are identified and referrals to appropriate resources are made for more in depth assessments of needs, goals, skills, and barriers to education and employability;</li> <li>• Provide guided college and career pathways, labor market information, and employability skills so clients can establish a clear path to self-sufficient employment;</li> <li>• Contribute to the success of the one-stop system by participating in the orientation, referral and joint service delivery to individuals with educational needs;</li> <li>• As resources allow, provide contextualized employer-based literacy or high school completion training opportunities for those who will benefit from such training.</li> <li>• Provide staff training, technical assistance and consultation to WorkSource partners on service delivery to individuals with basic skills</li> </ul>

Core Program	Commitment
	<p>needs;</p> <ul style="list-style-type: none"> <li>• Participate in annual reviews of WorkSource services and resources; <input type="checkbox"/> Participate in the development and implementation of the local WorkSource Business Plan and delivery of employer services aimed at the employment of job seekers with basic skills deficiencies;</li> <li>• Contribute to the infrastructure of the WorkSource system costs financially or with in-kind support in proportion to the relative benefits received by BEdA customers and consistent with federal regulations under Title II;</li> <li>• Refer and coordinate services for BEdA clients who are eligible and for whom funds are available so they receive the Title I and Title II WorkSource and training services they need in order to achieve their employment goals which are based on the local Memorandum of Understanding and local WorkSource protocols.</li> </ul>
<p><b>Title III: Wagner-Peyser</b></p> <p>Jobseeker assessment, job matching, and other business services Washington labor market information.</p>	<ul style="list-style-type: none"> <li>• Participate in a locally driven, fully integrated WorkSource service delivery system that provides basic skills services and training to WorkSource customers Increase customer awareness of Registered Apprenticeship.</li> <li>• Identify customer needs and make appropriate referrals and connections to internal and external programs and services that will advance their job search readiness and/or employability</li> <li>• Increase customer job search skills through group and one-on-one assistance.</li> <li>• In partnership with the Re-employment Assistance (RESEA) program, provide value added services to Unemployment Insurance Claimants to assist them in returning to work more quickly and at a higher wage than those who do not utilize WorkSource services.</li> <li>• Assist local businesses in meeting their workforce needs.</li> </ul>

<p><b>Title IV: Rehabilitation Act</b></p> <p>Training, retraining of individuals with disabilities, identification and support for the implementation of assistive technologies for jobseekers and businesses, job placement, job development, community rehabilitation providers</p>	<p>WA State Department of Social and Health Services-Division of Vocational Rehabilitation Administration (DSHS/DVR)</p> <ul style="list-style-type: none"> <li>• Participate in a locally driven, fully integrated WorkSource service delivery system.</li> <li>• Provide staff training, technical assistance and consultation to WorkSource partners on service delivery to individuals with disabilities, especially those with significant disabilities.</li> <li>• Participate in annual reviews of WorkSource programmatic and physical accessibility.</li> <li>• Assign DSHS/DVR staff at designated WorkSource locations, and pay for their occupancy costs (e.g., office space, equipment, utilities, etc.).</li> <li>• The DSHS/DVR staff assigned at WorkSource locations will contribute to the success of the one-stop system by participating in the orientation, referral and joint service delivery to individuals with disabilities and DSHS/DVR customers within WorkSource.</li> <li>• Participate in the <i>development and implementation of the local WorkSource Business Plan</i> and delivery of employer services aimed at the employment of job seekers with disabilities, especially employers</li> </ul>
Core Program	Commitment
	<p>that hold federal contracts and have an affirmative obligation to recruit and hire individuals with disabilities.</p> <ul style="list-style-type: none"> <li>• Financially contribute to the infrastructure costs of the WorkSource system in proportion to the relative benefits received by DSHS/DVR customers.</li> <li>• <i>Refer and coordinate services for DSHS/DVR customers who are eligible and for whom funds are available so they receive Title I and III WorkSource services they need in order to achieve their employment goals and which are based on the local Memorandum of Understanding and local WorkSource protocols.</i></li> <li>• Contract with WDCs to provide specified services (to be identified) to DSHS/DVR customers.</li> </ul> <p>Department of Services for the Blind (DSB) will work with regional workforce development councils in 2021-2022 to develop partner commitments as indicated below. DSB, will use the DVR commitments as a baseline.</p>

The Core Program partners continue partnership and organizational development in support of the development of regional Memorandums of Understanding, Resource and Information Technology Sharing Agreements. We will complete this process by June 30, 2017.

## Regional Education, Training and Apprenticeship Resources

The Washington State Education and Training Board's [Career Bridge](#) website, home of the state's Eligible Training Provider List (ETPL), provides a comprehensive list of all PacMtn ETPs.

WIOA requires that both job seekers and employers choose the education, training, and apprenticeship service that best meets their needs. A job seeker may choose to take an

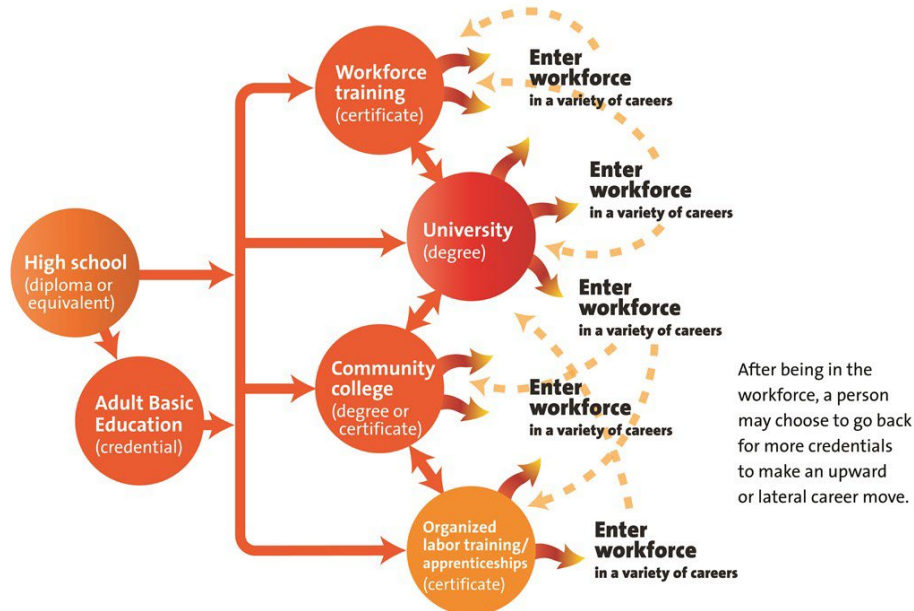


individual career pathway where they navigate and are supported in their individual training where they become part of the labor pool upon completion of the program. Area employers consistently recruit from the general labor pool, and in times of change and growth the employer may request customized training to meet the need of their short-term demand. Through a competitive process, PacMtn works with education and training providers, including apprenticeships, to develop and deliver contextualized demand-driven programs to meet the employers need.

PacMtn works with many education and training providers. A sampling of them is show below.

### Career Pathways

Effective career pathways rely on coordination across education and training programs in order to offer a clear sequence of industry-relevant coursework and credentials to job seekers. Today's education and training programs include online and in-person opportunities.



NATIONAL GOVERNORS ASSOCIATION

THE WOOLSEY GROUP

### Capital Region Education School District 113

[Educational Service District 113](#) (ESD) is one of nine regional educational service agencies in the state of Washington. ESD supports 44 school districts in the PacMtn Region who together serve a total student population of about 70,000 students. Most districts are small. Over 70% have fewer than 1,000 students. ESD also administers the GED+Re-engagement Alternative Vocational Individualized Training for Youth or GRAVITY High Schools located throughout the region and collaborates with local partners to meet the needs of youth and connect them with educational, training, and job opportunities, as well as Running Start and Tech Prep. The Running Start Program allows 11th and 12th grade high school students to take college courses free of charge at any of the 34 state community and technical colleges and selected four-year

institutions. Tech Prep provides occupational pathways for students by preparing them for technologically advanced careers and postsecondary education by emphasizing strong academic, technical, problem-solving, and critical-thinking skills.

### **New Market Skills Center**

[New Market Skills Center](#) is a consortium of 10 school districts and is an extension of the local high school system, functioning as an off-campus education and training site. The school is recognized state-wide for its unique and specialized programs. The programs simulate business and industry and have numerous connections with business partners in the area. New Market students develop basic and advanced work skills. New Market operates facilities in Thurston and Grays Harbor Counties.

### **Basic Education for Adults (BEaA)**

Administered by the State Board for Community and Technical Colleges (SBCTC) and delivered by regional service providers, BEaA programs teach foundational skills--reading, writing, math, technology and English language, so adults can move quickly through college and into highdemand jobs. The programs are designed for adults with academic skills below high school completion or who need to improve their English language skills.

### **Community Colleges and Centers for Excellence**

PacMtn is fortunate to have four community colleges and the [Center of Excellence for Clean Energy](#) within its Adult Basic Education Providers boundaries.

These institutions research, design, develop

and offer courses in a wide variety of professional-technical programs in occupations ranging from

hospitality, engineering, forestry, information technology, renewable energy, business management,

entrepreneurship, manufacturing and the trades. Additionally, the colleges offer adult basic education

programs that are often paired with these best practices:

#### **Regional Community Colleges**

- ❖ [Centralia College](#)
- ❖ [Grays Harbor College](#)
- ❖ [Olympic College](#)
- ❖ [Sound Learning](#)
- ❖ [South Puget Sound](#)



**I-DEA Integrated Digital English Acceleration** is an on-ramp to I-BEST that, in collaboration with Olympia, WA the Gates Foundation, provides the least English proficient ESL students with a laptop computer. Half of the instruction is delivered online, offering 24-7 accessibility.

**I-BEST Programs** pioneered by Washington's community and technical colleges, I-BEST uses a team-teaching approach. Students work with two teachers in the classroom: one provides job-training and the other teaches basic skills in reading, math or English language. Students get the help they need while studying in the career field of their choice; they learn by doing. The I-BEST model is also used in academic transfer classes so students can brush up their skills as they learn college-level content toward a degree. I-BEST challenges the traditional notion that students must move through a set sequence of basic education or pre-college (remedial) courses before they can start working on certificates or degrees. The combined teaching method allows students to work on college-level studies right away, clearing multiple levels with one leap.

## Apprenticeship

Registered Apprenticeship (RA) is an important component of the suite of potential education and training services the workforce system can provide to its customers, and should be used more often as a strategy to train and employ job seekers. The model pairs paid on-the-job learning with related technical/theoretical training in a career field and is ideally suited to many of the unemployed and dislocated workers served by the workforce system. RA offers job seekers immediate employment opportunities that usually pay higher wages and offer career growth. RA provides employers with access to a pipeline of high-skilled workers education and training to meet current industry specifications, ensure workplace safety, and increase productivity. Apprenticeship crosses a wide range of industries. PacMtn in partnership with the Washington State Department of Labor and Industries, Registered Apprenticeship Training Division and the United States Department of Labor, and industry subject matter experts collaborated to research, design, develop and produce the [Collaborate for Success: Integrating Registered Apprenticeship for Washington State Training Manual](#), providing workforce partners across the nation opportunities to integrate with RA.

WIOA places an increased focus on apprenticeship training. PacMtn will work with local industry experts to meet the demand of local businesses through apprenticeship and preapprenticeship training. Utilizing the expertise of industry provides PacMtn an opportunity to pursue unique training opportunities that offer workers a chance to earn while they learn.

### **State Colleges and Universities**

PacMtn is also host to The [Evergreen State College](#) and [St. Martin's University](#). Evergreen negotiates specific vocational and/or technical associate degree agreements, called "upside down degree" with our Community College partners. Transfer students with a two-year technical complete focused, skill-based work during their freshman and sophomore years.

Evergreen freshman and sophomore students take broad, interdisciplinary programs.

Therefore, a transfer student who has completed focused, skill-based work is reversed or "upside down."

## Regional One-Stop Community Resource Centers



A partner of the **americanjobcenter** network

### Mission

*A comprehensive and inclusive WorkSource System that consistently and effectively meets the needs of businesses and job seekers.*

### Vision

*To connect businesses and job seekers with the necessary resources and tools for successful employment, life-long learning, and business development, to ensure a strong and vital economy.*

### Principles

*Integrated* – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.

*Accountable* – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.

*Universal Access* – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.

*Continuous Improvement* – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.

*Partnership* – Align goals, resources, and

initiatives with economic development, business, labor and education partners.

*Regional Strategy* - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

#### Comprehensive One-Stop Centers

- ❖ WorkSource Grays Harbor County  
Aberdeen, WA
- ❖ WorkSource Lewis County  
Chehalis, WA
- ❖ WorkSource Mason County  
Shelton, WA
- ❖ WorkSource Thurston County  
Tumwater, WA

#### Affiliate One-Stop Centers

- ❖ WorkSource Pacific County  
Long Beach, WA
- ❖ WorkSource Pacific County  
Raymond, WA

#### Connection One-Stop Centers

- ❖ WorkSource North Mason  
Belfair, WA

### Affiliated and Connection Sites

WIOA requires regional and local areas to enhance coordination and partnerships with local entities and supportive service agencies to strengthen linkages and outreach to shared customers, **especially in rural**

**areas.** Career pathways and sector strategies, require robust relationships across programs and with businesses, economic development, education and

training institutions, including public library systems.

Affiliate and Connection Sites support outreach and are part of an integrated service delivery strategy. However, these sites are not required to implement many of the operational minimums, because they are not full service locations. Connection sites are:

- Accessible to the general public
- Portal site for electronic access
- Provider of basic career services
- Additional related employment, education and training resources
- Established working relationship as part of an integrated system of WorkSource sites

### **Customer Outreach**

Marketing helps an organization to communicate the



TRL serves the same area as PacMtn, with 27 library sites across our vast 7,000 square miles, our public library partnership is vital to ensuring that our workforce services reach the farthest corners of our workforce area.

TRL provides an online Community Services portal that connects job seekers to services, including job search. Library staff provide in-kind basic career services at libraries and basic computer skills at local WorkSource Centers.

TRL and PacMtn continue to grow their partnership and align strategic goals to serve our shared customers.

promise that it wants customers and prospects to know about. Marketing should also be based on brand positioning, personality, values and tone of voice that are defined and communicated to staff.

### **Core Marketing Values**

- Staff are driven by what drives their customers — the satisfaction of success and the shared confidence that comes from consistently delivering authentic branding.
- The WorkSource brand communicates the value we offer jobseekers and employers.
- The WorkSource brand represents and is represented by the centers, affiliated sites, connection sites, and WorkSource partners.
- Branding helps promote recognition.
- Consistency is key to a clearly defined brand.

### **Customer Outreach Goals**

- Improve outreach to employer customers and increase employer pool.
- Improve outreach to job seekers and increase job seeker pool.
- Improve outreach to job seekers and increase diversity within the job seeker pool.

## Regional WorkSource Services

**Customer Choice and Asset-based Programming:** Integration honors the assets and interests of customers at every stage of service delivery. This customer-centered approach recognizes that the needs and interests of customers may change as they engage in services, learn more about their abilities and aptitudes, and consider new career options. Customers help shape their individual pathways and plans to achieve desired outcomes, with periodic check-ins and adjustments to ensure their plans continue to be both appropriate and effective. In addition to being program experts, staff must think holistically about customers, their goals, and their skill-sets when they enter the system, and be knowledgeable about the full array of services that an individual requires. This asset-based approach focuses first on the strengths and positive experiences each customer brings, and then builds on those assets by connecting individuals with an appropriate mix of services.

**Intake:** During initial customer contact, all necessary information will be collected to identify potential eligibility for all available services and provide the individual with a full menu of relevant options. The individual's initial intake responses will be available to all partners, helping eliminate multiple requests for the same information. Ideally, the first interview will: evaluate the individual's immediate needs and career interests; compile education and job history; identify any barriers to employment and ability to access education and training; and screen for eligibility for services, funding, and other resources. The intake process will also include working with the customer to identify potential effective learning modalities (learning styles, modes of instruction and training) or successful prior learning experiences for which they may obtain credit (such as competencies, military training experiences, foreign degrees and certifications, and skills).

**Triage and Follow-up:** Based on intake information, a navigator or navigation team will evaluate a customer's need for support services, readiness to pursue education, training, employment, or a combination, and make appropriate referrals. The navigator or navigation team will follow up with the customer to ensure smooth transition, or to redirect the customer if needed. Partners will work together beyond the points of program transition to braid funding and services across organizations for the benefit of the customer.

**Assessment:** Customers will enter career pathway programs at a level that makes sense for them, depending on their career readiness, while also taking advantage of multiple entry and exit points as they develop new skills. Assessment may vary, and can include standardized tests, criterion referencing, personal interviews, hands-on skill trials, and portfolios. Assessments should be tied to a credentialing process recognized by a targeted industry. A key piece of assessment is determining whether an individual

faces barriers to employment, and then identifying the services needed to reduce or eliminate those barriers.

**Career and Education Exploration and Guidance:** All customers, but especially those with little or no work experience, need sufficient information to make informed career decisions and education choices. By fully exploring their career and education options, customers are able to choose a career pathway based on their interests, needs, and capabilities. Career pathway exploration should include timely information about a wide range of occupations and whether they're in demand by industry, connections to apprenticeship and other work-and-learn programs, and encouragement to consider non-traditional occupations for both women and men. Career guidance should also include a review of any foreign degrees and professional expertise held by educated, skilled refugees and immigrants experiencing unemployment or under-employment.

**Customer Pathway and Outcome Plan:** Every customer will work with staff to develop a plan with clear and measurable outcomes. Staff will facilitate conversations with customers to better understand their immediate needs, interests, passions, assets and current capabilities and experience, and career goals. Staff will then help customers develop education and career pathways and outcome plans, and provide necessary information and guidance, including labor market trends, wages, and training and education opportunities. These plans are considered "living documents," subject to change as customers learn more about career and education options and discover new areas of interest and capacity.

### **Pathway and Outcome Options**

- **Integrated Basic Education and Skills Training (I-BEST):** Day-to-day living calls for literacy and numeracy skills, as do careers. Basic skills are needed across all occupations, both in landing a job and progressing within a career. Basic skills are also required for more advanced, career-specific education and training. Evidence shows that I-BEST education, pioneered by Washington's community and technical college system, improves and accelerates the attainment of important learning outcomes and meaningful work credentials. This model, which blends basic skills training with high-demand occupational training, has been replicated and expanded in numerous states. Service integration and cross training of national staff will increase the number of I-BEST participants who have access to these accelerated pathways to living-wage employment.
- **Contextualized English Language Acquisition:** English proficiency, including speaking, reading and writing, along with math, listening, employability skills, and solving problems in technology-rich environments, is required to enter and progress within most occupations. Language acquisition is also a necessary ingredient for high-skill, foreign educated professionals to transition into the

same or similar employment in the United States. Because evidence clearly indicates that contextualized English Language Acquisition improves and accelerates the attainment of desired learning outcomes, this is considered an optimal instruction method and is being expanded across the Title II system.

- **Work Readiness and Employability Skills Instruction:** Work readiness is an individual's preparedness for getting a job and keeping a job. With work readiness training, customers learn about the structure and culture of the workplace, and about what makes a valuable employee—beyond job-specific skills. Topics typically include communication skills, decision-making and problem-solving, team building and teamwork, following instructions, healthy relationships with authority figures, leadership skills, personal growth, stress management, health and hygiene, and dealing with difficult people and situations. Customers should be able to show through their attitude and behavior that they understand these concepts, rather than simply scoring well on a standardized test. Work readiness is best taught when embedded in an education or training program, not as a standalone component.
- **Development of Knowledge, Skills, and Abilities for Job Entry:** Skill development in this model refers not just to those skills needed to enter the field, but building skills that allow individuals to advance within the field. Wherever possible, skill development activities should be integrated with work. Models of work-integrated learning include: project-based learning in the classroom, online coursework, industry guest lecturers, or direct workplace experience, including job shadows, mentorships, internships (paid or unpaid), work study, clinicals, cooperative learning models, and apprenticeships. Paid work experience or earn-and-learn models are optimal, but understandably the most difficult to achieve and sustain. Where possible, industry credentials should be integrated into job-entry programs, demonstrating competencies and reducing hiring costs for business partners. Skill development activities should be appropriate to the learning styles, interests and capabilities of each customer. Early intake and assessments will help determine the appropriate pathway and point of entry for each customer.
- **Skills Upgrading for Occupational Advancement:** Skills upgrading refers to development of skills beyond entry-level (first employment during program participation). Skills upgrading should be tied to an industry-recognized credential, whenever possible. Industry credentials should include college credits so customers can more readily add and build on their education to help them move up the career ladder.
- **Business Engagement, Job Development, and Placement:** Successfully connecting customers with jobs requires working with businesses to determine which jobs are currently available, or projected to become available, along with

the skill requirements for these jobs. Engaging businesses and sharing labor market data will better inform curriculum development, support work-integrated activities, enhance program offerings, and assist in evaluating the effectiveness of the program in meeting industry needs. Staff responsible for job development and placement, and faculty responsible for curriculum development and delivery, will need to work closely with industry representatives to ensure skill development curriculum and materials are directly applicable to the workplace, and that participants are adequately prepared to meet the needs of business once on the job. This is an ongoing, fluid process. Curriculum may need to be modified or enhanced as new jobs become available or if participants are unable to perform effectively on the job.

- **Post-Job Placement Support for the Customer and Employer:** Landing a job is often just the first step for customers, even if they have benefited from effective pre-placement services. Once on the job they may struggle with child or elder care, transportation, interpersonal issues, family difficulties, medical needs, basic skills development, and court involvement. Or an individual may require additional skill development in specific areas to improve job performance or to keep pace with industry changes. Support services for customers and the businesses who hire them may involve: periodic contact, information and referral for necessary services, and, when necessary, advocacy for the individual on the job.

**Case Management:** For individuals with barriers to employment, or any eligible customers who need more support, career counseling and case management will be provided as they move through each stage of a program. Career counselors not only help with career and life choices, they assist customers during tough transition points, increasing the likelihood of success. At a minimum, the career counselor/case manager provides stability and continuity, while offering encouragement and acknowledging successes. When necessary, career counselors/case managers will work as a team to streamline and expedite services. Career counselors/case managers with particular knowledge, skills and expertise in serving individuals with unique, multiple, or the most complex barriers to employment will be available to assist customers who need more specialized or intensive support.

**Support Services:** Support services help customers overcome employment barriers. For many customers, career pathway success is directly linked to their ability to overcome significant barriers. A variety of social, medical, behavioral, economic, and other support services can help individuals overcome employment obstacles. These services, in tandem with occupational skill development and other career pathway components, enable individuals with barriers to land a job, and keep a job.



## Inventory of Regional and Cross-Regional Workforce Development Activities

In addition to the job seeker activities described above in the Strategic Plan, PacMtn utilizes a variety of formats to engage job seekers. The following are just a few of many examples:



### Youth Services and AmeriCorps

Work-based learning experience is designed to prepare individuals for the world of work, while actively working. When is combines with specific service to the community, for a particular cause, you get AmeriCorps. PacMtn sponsors several new members annually. Our members work throughout the region to provide services to disconnected youth. PacMtn's AmeriCorps program is one of the most

successful in the State. We provide these services:

- **My JOBS:** At the Juvenile Rehabilitation Administration, Green Hill School, members prepare youth for the workplace through employability exercises, interview readiness skill development and career exploration and work toward job placement upon release.
- **IMPACT:** In partnership with local community based organizations and chambers, members assist in creating infrastructure to create and employment placement **Cross-Regional Partnerships to Serve Youth who are Criminal Justice Involved**

Partnering with Washington State Juvenile Rehabilitation Administration, PacMtn will partner with the SeaKing WDC to develop and implement My Jobs.2, serving the Echo Glen facility, Green Hill School, Naselle

Youth Camp, and Touchstone Group Home

PacMtn will enhance its current My Jobs program to provide more intensive career and transition services, including linkages to the WorkSource center and workforce system in their transition area.

program for youth. The members assist community business members in getting connected with qualified, equipped and promising youth interested in their field of work for their employment opportunities.

- **Youth WorkSource:** To increase alignment of services for all people, the members work to represent a comprehensive array of youth programs at local WorkSource centers.
- **Business2Youth:** In partnership with local chambers and school districts, the members deliver career

### Youth with Disabilities Summer Internship 2016-2017

Funded by the Washington Division of Vocational Rehabilitation, PacMtn is seeking service providers who will deliver a two-year summer

internship program for 70 students—35 students each summer. The Contractor, in partnership with other community agencies and programs will recruit

students with active IEP and/or 504 plans, provide initial assessments, offer internships, and with PacMtn staff to assist students in completing a comprehensive portfolio of their skills and experience.

preparation, exploration and readiness essential skills training to connect youth to employers in innovative and technology-supported ways.

- **Opportunity Youth Tribal Partnerships:** Members work to support and increase the reach for youth programming for social and academic engagement to improve life success with Tribal Youth.
- **Uplift!:** Members deliver an intensive career preparation, exploration and readiness essential skill education and training through our YouthWorks initiative, and further develop the model. Through the 40-hour training delivery, the members prepare youth for the workplace through an industry best practice curriculum built in collaboration with employers.

### Commerce (WorkFirst) Program

PacMtn in partnership with the Washington State Department of Commerce, delivers two programs designed to provide work experience for parents receiving Temporary Assistance for Needy Families (TANF) to gain recent work experience to help them in obtaining and retaining unsubsidized employment. Participants are given opportunities to gain job skills and experience through work readiness programs.

- **Community Jobs:** A full time (40 hours per week) WorkFirst activity that provides TANF participants with up to six months of paid, temporary employment combined with intensive case management to resolve employment barriers. Together the team and client; creates a bridge to unsubsidized employment, allows the individual to gain marketable skills while providing support to address employment barriers, makes training available and addresses skill attainment, and provides intensive support, mentoring and engagement.
- **Community Works:** An opportunity for TANF participant who are employed part time (up to 32 hours per week) WorkFirst activities that coincide with their educational plan. Activities and supports could include; assessment, career planning that identifies both short-term and long-term job goals, on-going assistance for work-related issues, work related support services, assistance with developing childcare and transportation plans, and education and training certificate attainment.

### Forest and Wood Products Sector Partnerships

PacMtn, in partnership with the regional Business Services Team and local Economic

Development Councils work with employers to identify skill gaps, explore upskill backfill training systems, and align resources to provide career pathways that include paid internships, subsidized on-the-job training opportunities, and long-term employment. The workforce system and employers will also explore the apprenticeship education and training model, a flexible education and training strategy that can be customized to meet the needs of every business, and discuss how we might create more opportunity for competitive integrated employment by individuals with disabilities, including individuals with the most significant disabilities. The PacMtn Navigator and regional business services team provide job seeker placement and follow-up services to ensure employer satisfaction and continuous improvement.

### **Journey2Jobs & Jobs Driven**

Serving individuals who have been out of work for several months are sometimes viewed as unskilled and unambitious. Yet many of these individuals are highly educated and skilled. A good number of them were employed at their last job for 10 to 20 years, bringing a strong work ethic to their workplace. Their “gaps” in employment are often attributed to the Great Recession, when their previous employer scaled back or went out of business. The J2J and JD programs make connections between these qualified candidates and businesses that are ready to hire. It also provides special services and financial incentives to employers, as well job seekers. Services include, free recruitment and screening assistance, custom designed education and training programs, and subsidized on-the-job training.

### **Pre-Release Employment Re-entry Program**

PREP is delivered in partnership with the county corrections system, criminal justice involved individuals are services that include five weeks of pre-release job preparation. Education and training consists of building a portfolio: resume development, cover letter, 60 second commercial, background speech, thank you letter, and interview preparation. Participants transition with their portfolio and are job search ready. WorkSource business services team partners with PREP to develop employment opportunities, placement and follow-up services.

### **Cross Regional Service Strategy: Camo2Commerce**



[PacMtn’s award-winning workforce development program](#), is a dislocated worker program uniquely tailored to serve a large number of exiting service members from nearby Joint Base Lewis-McChord (JBLM). Camo2Commerce partners, help transitioning service members identify occupational goals and local occupations that match up with their military experience, and then help them develop a job search strategy.

In many cases, PacMtn helps these individuals secure necessary education and training for their “next step.” In other cases, PacMtn helps them secure apprenticeships, on-the-job training or

direct employment with employers with whom we have entered into partnerships. More than 700 individuals have been placed in employment since the program was initiated.

This collaboration includes PacMtn and Workforce Central in partnership with Economic Development, Chambers of Commerce, veteran service organizations, and government agencies, such as Employment Security, Veterans Affairs, and Community & Technical College Board, among others.

Key goals include:

- Enable transitioning service members to seamlessly shift into the civilian workforce, and specifically into high-demand career opportunities with progress wages
- Produce a sustainable workforce program that can operate inside the military base transition program that is sustainable and continues to evolve to meet the needs of the job seeker
- Sustain and evolve an integrated service delivery model in partnership with WIOA core partners

### Approach

The opportunity that we are addressing together is providing career preparation services to transitioning military members and their spouses. By providing services through the public workforce system for the 6000 to 9000 service members and their spouses prior to transition from JBLM, we can maximize their chances of having a smooth transition into high growth regional sectors.

“The interview process was not difficult, although I am sure that had I not done the mock interview with you I would not have done as well. The difficult part was just continuing applying to Boeing for the position and others related to it, just being relentless about it and applying for every position that came open as soon as it did. There was a lot of prep work as well, constantly making sure the resume was accurate and up to date, mock interviews, research on the positions etc.!”

- Thomas R. Boler, CPT, MP Commanding

Our integrated service delivery model has been successful in braiding, weaving and leveraging other transition services provided on the military installation. By maximizing the services provided on base, and adding additional services from the Public Workforce System, we have been successful in providing services to an available dynamic workforce.

Each WDC partner is responsible for their own monthly, bi monthly, quarterly and annual reviews of performance. Evaluations of overall programming are conducted quarterly between PacMtn and Workforce Central Program Leads.

### Measuring Success to Date

- Targets set for our success were an 84% positive placement rate, which has held steady at nearly 86%.
- We were to serve at least 900 service members, which has been accomplished.

- Our 700 plus placements have maintained an average hourly wage of over \$26 per hour at the time of placement.
- Over 100 individuals have been placed into apprenticeship opportunities.
- Tasked with maximizing our initial \$5.56 million budget. This has been accomplished and we have since been awarded an additional \$2.5 to serve an additional 450 personnel through mid-2017. WFC has also leveraged their Sector NEG to continue serving this population.

### **Measuring Future Success**

- PacMtn will serve an additional 450 service members/spouses. Our partner WFC will serve another 100 plus individuals, and we will partner with them to expand services to many more.
- We will continue to maintain an 84% plus placement rate, and maximize our allotted budget to serve as many individuals as possible.
- Efforts will continue with partners such as Employment Security and partner WDC's in further developing a model that puts the customer at the center of the design.
- We will continue to track performance through data entry into the state labor exchange database.

## **PERFORMANCE ACCOUNTABILITY & CONTINUOUS IMPROVEMENT**

The PacMtn has long been an entity that has used performance accountability as the driver for high performance organization. At PacMtn we embrace the 3Ds of a dashboard organization: Data, Drives, Decisions. PacMtn is committed to system-level performance accountability to support continuous improvement. PacMtn measures success by the returns achieved when job seekers return to work and business productivity improves. Regional labor market conditions and regional system objectives are accommodated in the state and federal accountability systems. Accountability is demonstrated by long-term results, responsible stewardship of funds, and success in leveraging funds to respond to local needs. PacMtn benefits from accountability measures that recognize demographics, resources, and challenges specific to our respective region.

### **Regional Performance Negotiation and Evaluation**

The region in consultation with our [Washington Workforce Association](#) (WWA) colleagues, collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures. These local targets are negotiated between PacMtn and the Workforce Board. The Workforce Board consults with

PacMtn and the WWA in developing target levels to propose to the federal agencies as required for the negotiation process.

WIOA Performance Measures
<b>PERFORMANCE METRIC - ADULT / DISLOCATED WORKER</b>
<b>Entered Employment</b> - # of participants who are employed in (Q2) Post-Exit
<b>Employment Retention</b> - # of participants who are employed in (Q4) Post-Exit
<b>Average Earnings</b> - Median earnings (Q2) Post-Exit
<b>New: Credential Rate</b> - Participants Obtaining a Post-Secondary Credential or Secondary School Diploma/Equivalent (During Participation or Within 1 Year of Exit)
<b>New: Measureable Skills Gained</b> - Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time
<b>PERFORMANCE METRIC – EMPLOYER</b>
<b>Employer Satisfaction</b> - (Not Measured Until PY 2016) <input type="checkbox"/> Indicators of effectiveness in serving employers

Only the six core WIOA programs are required to use the WIOA performance measures. Participation of any other federal, state or local program in a WIOA strategic plan does not invoke WIOA accountability for any additional programs.

WIOA Performance Measures
<b>Performance Metric - Youth</b>
Participants in Education/Training or Employment in 2Q After Exit
Participants in Education/Training or Employment in 4Q After Exit
Median Earnings of Participants in Employment in 2Q After Exit

Participants Obtaining a Post-Secondary Credential or Secondary School Diploma/Equivalent (During Participation or Within 1 Year of Exit)

**NEW:** Participants During Program Year In Education that Leads to Recognized Post-Secondary Credential or Employment and are Achieving Measurable Gains Toward Those Goals

**NEW:** Employer Satisfaction (*Not Measured Until PY 2016*)

At a high level, the key outcomes identified nearly 20 years ago for the workforce system remain the focus of most performance measurement efforts. They are not static targets, but areas in which positive results should be achieved for all people, and by which improvement efforts should be focused.

- Employment
- Earnings
- Skills
- Satisfaction of workforce program participants
- Satisfaction of employers

PacMtn will also strive for quality performance measures by emphasizing the following considerations for outcome measures:

- Quantify the results for customers rather than processes or the quantity of inputs.
- Promote behavior and results consistent with longer-term objectives – and does not incent actions with unintended consequences contrary to overall objectives of the workforce system.
- Comprehensible to a lay audience.
- Create a level playing field among programs and service strategies.
- Scalable and divisible such that they are applicable to local institutions, regional areas, and the state, and for subpopulations and service strategies.
- Not easily “gamed” or manipulated.
- Affordable and not a substantial diversion of resources from direct service to customers.

Performance Target Negotiation Data will have to be assembled and analyzed so that performance can be monitored relative to agreed targets and timely requests can be made for target level adjustments in response to unforeseen developments. ***This will be particularly important during the initial years when federal statistical models for performance adjustment are not fully developed.***

## Performance Accountability Goals

PacMtn uses performance accountability in the following ways:

**Inform Local Strategic Planning & Continuous Improvement**

On an annual basis PacMtn holds a Strategic Planning Session designed to allow the Board to set the course for activities to pursue for the coming year or two. As a precursor to the planning session the board reviews the successes from the past year. In addition, performance of national standards as well as state core standards and the achievement of contractual goals of each contract for each county for Adult, Dislocated Worker, and Youth, both in school and out-of-school activities are reviewed. These are utilized to determine what is working and what may need to be changed in the coming year as far as programming.

**Oversee WorkSource and WIOA Title I: Adult, Dislocated Worker and Youth**

PacMtn reviews dashboard data on a quarterly basis. We evaluate the performance of WIOA Title I contracts to ensure performance measure compliance. Contractors are celebrated for their successes in meeting and exceeding targets. If targets are not being met, corrective action is required.

**Competitive Process to Award Sub-Grants and Contracts**

[PacMtn Procurement Policy #125](#) provides guidance regarding the procurement and purchase methods for allowable costs pursuant to federal regulations and PacMtn procedures. Methods of procurement vary by the size and type of the purchase. In all cases, purchases will be reviewed for cost reasonableness to foster greater economy and efficiency.



## ATTACHMENTS

### Attachment A: Regional and Cross-Regional Sector Partnership

**PacMtn Industry Sector:** Food Production, Wood Product and Paper Manufacturing

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
<b>Phase I:</b> Prepare regional team to support <i>Wood Product and Paper Manufacturing</i> <b>Goal:</b> build buy-in and support	July 2016-June 2017	<ul style="list-style-type: none"> <li>• Build a team of workforce, education and economic development leaders for ongoing joint decision-making regionally and cross regionally as needed</li> <li>• Inventory current sector partnership or industry-targeted efforts</li> <li>• Decide on initial roles &amp; responsibilities—who has the credibility to lead a sector partnership</li> </ul>	<ul style="list-style-type: none"> <li>• PacMtn Industry Sector and Employer Satisfaction Task Force provides oversight of the initiatives specific to industry and employer service in the PacMtn region</li> <li>• Develop regional, and cross-regional partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Partners identified</li> <li>• Meetings held</li> <li>• Agreements developed</li> <li>• Resources committed</li> </ul>

<b>Phase II:</b> Investigate Wood Product and Paper Manufacturing sectors	June 2016-June 2018	<ul style="list-style-type: none"> <li>• Determine growth industries to investigate</li> <li>• Ensure relevance for</li> </ul>	<input type="checkbox"/> Data analysis	<ul style="list-style-type: none"> <li>• Provide data</li> <li>• Regional and crossregional partners</li> </ul>
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Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
<b>Goal:</b> determine target industries		the region and cross region as needed <input type="checkbox"/> Evaluate against considerations relevant to growth, economic development activities and other key factors		select key industries to explore
<b>PhaseIII:</b> Inventory and analyze <b>key</b> industries  <b>Goal:</b> build baseline knowledge of industry	June 2016-June 2017	<ul style="list-style-type: none"> <li>• Conduct baseline review of labor market data</li> <li>• Analyze industry trends, review existing research</li> <li>• Identify business champions to bring to the team</li> </ul>	<ul style="list-style-type: none"> <li>• Develop brief industry report</li> <li>• Develop sector partnership work plan for all sector industry engagement from July 2017-June 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Industry champions identified</li> <li>• Sector Partnership work plan accepted by partners</li> </ul>

<b>Phase IV:</b> Convene Regional Wood Product and Paper Manufacturing Key Industries <b>Goal:</b> build industry partnership, prioritize activities	June 2016-June 2018	<ul style="list-style-type: none"> <li>• Prepare support team and set expectations for meeting—business talking to business</li> <li>• Hold events to find out what new in industry growth opportunities, and</li> </ul>	<input type="checkbox"/> Develop plan of action for Regional Wood Product and Paper Manufacturing Key Industries	<input type="checkbox"/> Tasks assigned to partners
Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
		related needs <ul style="list-style-type: none"> <li>• Ask industry to identify and prioritize key issues</li> <li>• Determine whether additional resources are needed</li> </ul>		

<p><b>Phase V:</b> Act to support Regional Wood Product and Paper Manufacturing Key Industries</p> <p><b>Goal:</b> <i>implement initiatives</i></p>	June 2016-June 2018	<ul style="list-style-type: none"> <li>• Develop operational plan</li> <li>• Execute plans, monitor progress</li> <li>• Provide status reports to partnership, task force, stakeholders</li> <li>• Identify road blocks and address them</li> </ul>	<input type="checkbox"/> Develop metrics specific to project	<input type="checkbox"/> Provide performance reports
<p><b>Phase VI:</b> Sustain Regional Wood Product and Paper Manufacturing Key Industry Partnership</p> <p><b>Goal:</b> <i>grow the partnership</i></p>	June 2017-June 2018	<ul style="list-style-type: none"> <li>• Identify next opportunities</li> <li>• Start process over and include additional sectors</li> <li>• Grow the partnership in support of all sectors</li> </ul>	<input type="checkbox"/> Develop subsequent 2018-2020 Strategic Plan	<ul style="list-style-type: none"> <li>• Identify new projects</li> <li>• New resources added</li> </ul>

## Attachment B: Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
<b>Phase I:</b> Prepare Regional Integrated Service Delivery Teams (Including cross-regional partners for data-driven specific projects) <b>Goal:</b> <i>build buy-in and support</i>	June 2016-June 2017	<ul style="list-style-type: none"> <li>• Build a team of workforce, education and economic development leaders for ongoing joint decision-making</li> <li>• Inventory current regional service strategies</li> <li>• Determine initial roles &amp; responsibilities of partners, who will lead, what support can partners commit to</li> <li>• Commit to looking at regional data analysis together</li> </ul>	<ul style="list-style-type: none"> <li>• Build a regional Integrated Service Delivery Team</li> <li>• Build local Integrated Service Delivery Teams</li> <li>• Develop asset map of regional service strategies</li> <li>• Identify common values</li> <li>• Align common goals</li> <li>• Quarterly distribution of labor market information to partners</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and local partners identified (cross-regional as needed)</li> <li>• Meetings held</li> <li>• MOUs and RSA Agreements Developed</li> <li>• Resources committed</li> </ul>
<b>Phase II:</b> Investigate <b>Goal:</b> <i>determine options for coordinated service delivery</i>	June 2016-June 2017	<input type="checkbox"/> Determine customers who could be better served by a regional approach based on the	<ul style="list-style-type: none"> <li>• Develop service strategies based on customer need</li> <li>• Coordinate services based on customer</li> </ul>	<ul style="list-style-type: none"> <li>• Data reviewed</li> <li>• Potential customers/services identified</li> <li>• Partner survey</li> </ul>

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
		<p>regional analysis</p> <ul style="list-style-type: none"> <li>Identify services that could be worth coordinating</li> <li>Ensure relevance for the region and the partners participating</li> </ul>	<p>need</p> <p><input type="checkbox"/> Provide opportunity for partner and stakeholder feedback</p>	<p>results</p>

<b>Phase III:</b> Inventory and Analyze <b>Goal:</b> build baseline knowledge	July 2016-June 2018	<ul style="list-style-type: none"> <li>• Conduct a review of current services and strategies--including cross-regional coordination</li> <li>• Analyze trends, review outcome data and existing research</li> <li>• Develop a brief "report" or "snapshot" of the current state to engage current and potential partners</li> <li>• Identify champions, resources, and resource gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Develop asset map of current and potential partners</li> <li>• Develop PacMtn Communication Plan</li> <li>• Identify champions, resources and resource gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Provide partners with regional asset map</li> <li>• Identify Champions to help develop leverage assets and develop resources</li> <li>• Invite more partners to Integrated Service Delivery Teams</li> </ul>
<b>Phase IV:</b> Convene <b>Goal:</b> build partnership,	July 2016-June 2018	<input type="checkbox"/> Convene meeting to find/discuss the	<input type="checkbox"/> Develop PacMtn Work Plan	<input type="checkbox"/> PacMtn Committees and Task Forces

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
<i>prioritize activities</i>		<ul style="list-style-type: none"> <li>analysis and develop options for addressing the challenges</li> <li>Identify a goal and strategy to address it</li> <li>Prioritize key issues</li> <li>Determine whether additional resources are needed and how to bring these to the table</li> </ul>	<ul style="list-style-type: none"> <li>Develop PacMtn Resource Development Plan</li> <li>Develop PacMtn Integrated Service Delivery staff training</li> </ul>	make assignments
<b>Phase V: Act</b> <b>Goal:</b> <i>build partnership, prioritize activities</i>	July 2016-June 2018	<ul style="list-style-type: none"> <li>Develop plan for implementation</li> <li>Execute plans, monitor progress</li> <li>Provide status reports to partners, committees and task forces, and stakeholders</li> <li>Identify road blocks and address them</li> </ul>	<ul style="list-style-type: none"> <li>Implement staff training</li> <li>Implement experiments</li> <li>Develop metrics specific to experiments</li> <li>Adjust where needed</li> </ul>	<input type="checkbox"/> To Be Determined



<b>Phase VI:</b> Sustain and Evolve <b>Goal:</b> grow the partnership	July 2017-June 2018	<ul style="list-style-type: none"> <li>Identify next opportunities</li> <li>Start the process over again at the</li> </ul>	<input type="checkbox"/> Develop subsequent 2018-2020 Strategic Plan	<ul style="list-style-type: none"> <li>New experiments identified</li> <li>New resources added</li> </ul>
Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
		appropriate phase <input type="checkbox"/> Grow the partnership		

## Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
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<p><b>Phase I:</b> Prepare your team</p> <p><b>Goal:</b> build buy-in and support</p>	<p>July 2016-June 2018</p>	<ul style="list-style-type: none"> <li>• Build a team of workforce, education and economic development leaders for ongoing joint decision-making</li> <li>• Inventory current regional economic development organizations and strategies</li> <li>• Determine initial roles &amp; responsibilities of partners, who will lead, what support can partners commit to</li> <li>• Commit to looking at regional data analysis and economic development plan together</li> <li>• Participate in</li> </ul>	<p><input type="checkbox"/> PacMtn Industry Sector and Employer Satisfaction Task Force leads effort to build team, including Integrated Business Services Team Members</p>	<ul style="list-style-type: none"> <li>• Partners identified</li> <li>• Meetings held</li> <li>• Agreements developed</li> <li>• Resources committed</li> </ul>
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Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated progress outcomes(s) for each phase phase	Measure(s) of for each
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		economic development planning efforts in individual counties		
<b>Phase II:</b> Investigate <b>Goal:</b> determine options for coordination with economic development	July 2016-June 2018	<ul style="list-style-type: none"> <li>Identify opportunities for collaboration based on regional analysis</li> <li>Identify services and strategies that could support economic development goals</li> <li>Ensure relevance for the region and partners participating</li> </ul>	<input type="checkbox"/> Determine key opportunities, services that are relevant for the region and the partners participating	<input type="checkbox"/> Data reviewed
<b>Phase III:</b> Inventory and Analyze <b>Goal:</b> build baseline knowledge	July 2016-June 2018	<ul style="list-style-type: none"> <li>Analyze trends, review outcome data and existing research</li> <li>Identify champions, resources and resource gaps</li> <li>Identify topics for discussion</li> <li>Identify what information is needed to engage</li> </ul>	<ul style="list-style-type: none"> <li>Develop regional economic development snapshot</li> <li>Develop agenda items for partner meetings</li> </ul>	<input type="checkbox"/> Provide regional economic development snapshot to partners

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented, including cross-regional efforts.	Anticipated outcomes(s) for each phase	Measure(s) of progress for each phase
<b>Phase IV:</b> Convene <b>Goal:</b> build partnership, prioritize activities	July 2016-June 2018	<ul style="list-style-type: none"> <li>• Hold meetings to discuss analysis and develop options for addressing challenges</li> <li>• Identify goal and strategy to address challenges</li> <li>• Prioritize key issues</li> <li>• Determine whether additional resources are needed and how to bring these to the table</li> </ul>	<input type="checkbox"/> Develop plan for action	<input type="checkbox"/> PacMtn Industry Sector and Employer Satisfaction Task Force makes assignments

## Attachment D: Local Area Profile

### I. Local One-Stop System

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
Grays Harbor County WorkSource Center	Comprehensive	PacMtn
Lewis County WorkSource Center	Comprehensive	PacMtn
Mason County WorkSource Center	Comprehensive	PacMtn
Thurston County WorkSource Center	Comprehensive	PacMtn
Belfair/Mason County WorkSource	Connection	PacMtn
Long Beach/Pacific County	Affiliate	PacMtn
Raymond/Pacific County	Affiliate	PacMtn

### 2. WIOA Title I Service Providers

Dislocated Worker Program	Indicate service(s) provided by each			WIOA funded?
List all current and potential service providers in the area	Basic	Individualized	Training	

Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PacMtn (no longer providing services after 06/30/16)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ResCare	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Adult Program</b>	<b>Indicate service(s) provided by each</b>			<b>WIOA funded?</b>
List all current and potential service providers in the area	Basic	Individualized	Training	

Employment Security Department				
PacMtn (no longer providing services after 06/30/16)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ResCare				

<b>Youth Program</b>	<b>Indicate service(s) provided by each</b>			<b>WIOA funded?</b>	<b>Services for youth with disabilities?</b>
List all current and potential service providers in the area	Basic	Individualized	Training		

Capital Education Service District #113	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Community Youth Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Morningside	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
YWCA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Thurston County Chamber	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
ResCare	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**Comments regarding the adequacy and quality of Dislocated Worker, Adult and Youth Services available:**

PacMtn enthusiastically embraces the changes presented by WIOA. WIOA creates an extraordinary opportunity to improve job and career options for workers, jobseekers and participants through an integrated, job-driven public workforce system that links diverse talent to businesses and meets their workforce needs. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

WIOA has fundamentally changed how workforce development processes are conducted. It mandates more strategic, responsive ways to do business and the ability to continuously improve, as well as One-Stop systems that allow customers to be served conveniently for them, creatively and efficiently. PacMtn seeks partners to collaborate in creating and enhancing this new system and in utilizing and developing new best practices for serving both business and workforce needs. PacMtn further views this system as an opportunity to collaborate with many community organizations that may also benefit from partnering to support business and workforce services.

**Attachment E: Local Workforce Development Board Membership and Certification**

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
I. Business	Alissa Shay, Manager of Business Development, Port of Grays Harbor	Greater Grays Harbor Inc.



2. Business	Dru Garson, CEO, Greater Grays Harbor Inc.	Greater Grays Harbor Inc., Board Chair
3. Business	Lisa Smith, Financial Consultant, Edward Jones	Greater Grays Harbor Inc.
4. Business	Duane Evans, VP of US Forestry Operations, Port Blakely Tree Farms	Lewis County Economic Development Council
5. Business	Cory Moses, Communications Liaison, PUDI of Lewis County	Lewis County Economic Development Council
6. Business	Lynn Longan, Executive Director, Mason County Economic Development Council	Mason County Economic Development Council, Board Chair
7. Business	Tanya Dierick, HR Manager, Simpson Door Company	Mason County Economic Development Council
8. Business	Paul Philpot, Director, Pacific County Economic Development Council	Pacific County Economic Development Council, Board Chair
9. Business	Bob Hitt, Owner, Toad Hill Cranberry Farms	Pacific County Economic Development Council
10. Business	Tiffany Turner, Owner, Adrift Hotel	Pacific County Economic Development Council
11. Business	Mariella Cummings, President, Results Incorporated	Thurston County Economic Development Council
12. Business	Michael Cade, Executive Director, Thurston County Economic Development Council	Thurston County Chamber
13. Business	David Schaffert, President/CEO, Thurston County Chamber	Thurston County Economic Development Council
14. Business	Vacant Lewis County	
15. Business	Vacant Mason County	
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Kairie Pierce, Washington State Labor Council AFL-CIO	Thurston-Lewis-Mason Central Labor Council

2. Labor	Bob Guenther, President, Thurston-Lewis-Mason Counties Labor Council	Thurston-Lewis-Mason Central Labor Council
3. Apprenticeship	Peter Lahmann, Apprenticeship Coordinator/Instructor, Northwest Laborers-Employers Training Trust	Thurston-Lewis-Mason Central Labor Council
4. Other workforce	Jim Larson, President/CEO, Morningside	Thurston-Lewis-Mason Central Labor Council
Education		
I. Title II Adult Ed	Michelle Andreas, VP of Instruction, South Puget Sound Community College	State Board for Community and Technical Colleges, ABdE
I. Higher Education	Dr. Edward Brewster, President, Grays Harbor College	South Puget Sound Community College
I. K-12 Education	Mike Hickman, Assistant Superintendent, Capital Region Education Service District 113	ESD 113 Superintendent
Government		
I. Wagner-Peyser	Anne Goranson, Regional Director, Employment Security Department	WA State Employment Services
I. Vocational Rehabilitation	Paul Vertrees, Administrator, DSHS/Division of Vocational Rehabilitation Area 3	WA State Division of Vocational Rehabilitation
I. Economic Development	David Schaffert, President/CEO, Thurston County Chamber	Thurston County Economic Development Council
I. Community Based Organization	Cheryl Heywood, Director, Timberland Regional Library	Timberland Regional Library, Board Chair
I. Temporary Assistance for Needy Families	Kerry Judge-Kemp, WorkFirst Coordinator, DSHS Region 3	DSHS, Economic Services Division

**Evidence of Recruitment:** Mason and Lewis County Commissioners are working with their local Economic Development Councils and Chambers of Commerce to identify additional nominees.

## Attachment F: 2016-2020 Regional/Local Workforce Plan Assurances

Planning Process and Public Comment	References
1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures	References
4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
6. The local board has copies of memoranda of understanding between the local board and each onestop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013

7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations,	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613

provided no conflict exists with WIOA.	
10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014

15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at onestop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision

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20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.20522; RCW 42.52.180; TEGL 212; 29 CFR Part 93.100
22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167

23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
Administration of Funds	References
24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260

28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
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29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
Eligibility	References
31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, an	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans

employment, training and placement services and eligibility requirements for those programs or services. d provided information on the array of	Program Letter 07-09; WorkSource System Policy 1009 Revision I
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## Attachment G

### Regional/Local Workforce Plan Certification

*This section of the Regional/Local Workforce Plan serves as the LWDB's certification that it complies with all required components of the guidelines set forth by the State and WIOA, and must be signed by authorized officials.*

The Local Workforce Development Board for Pacific Mountain Workforce Development Area 2, certifies that it complies with all required components of the Workforce Innovation and Opportunity Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

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Local Chief Elected Official(s)

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Date

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Local Workforce Development Board Chair

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Date

## **Attachment H: Public Comment**

**Business Community Participation** – Regional businesses have contributed to plan development through various mechanisms. PacMtn staff and contractors coordinated with business associations in each of our five counties to ascertain baseline information regarding awareness, priorities. PacMtn:

- Conducted surveys and polling to identify:
  - Business familiarity with PacMtn and WorkSource.
  - Whether businesses had previously used the public workforce and their level of satisfaction.
  - What businesses think the public workforce system can do to help find qualified employees.
  - What specific information and data would be the most helpful to businesses for planning purposes.
  - What levels of hiring businesses intend to undertake in the next 18 months.
  - Skill and education level preferences for future workers, and associated training needs.
  - Whether businesses would like direct follow-up to help identify qualified workers.
- Hosted information sessions with interactive priority industry and workforce development partners, holding focused discussions related to industry support, priority job skills, data forecasts for specific areas and industries, economic development and workforce needs and many other topics.
  - Regional Economic Forecast + Innovation Expo, December 3, 2019  
(750 Attendees)
- Delivered invitations to participate in PacMtn's business needs survey directly to business association members.
- Engaged individual business representatives within our target industry clusters to test and refine assumptions regarding occupational demands and priorities.
- Consulted with Economic Development Councils in each county to decipher specific industry goals and needs in workforce development services and labor skill development to inform future tra

**Service Delivery Partners** – Service delivery partners have served as active members on PacMtn’s “one-stop” planning teams and have participated meetings and workshops where the group explored ways to enhance partnerships, reduce redundancy and build trust as the region enters the implementation phase.

- Partner Summit, December 5, 2014 (70 Attendees)
- Partner Gathering, May 14, 2014 (85 Attendees)
- Integrated Service Delivery Design Workshop, June 16 & 18, 2015 (45 Attendees)
- Regional Integrated Service Delivery Team Meeting, August 20, 2015 (35 Attendees)
- Regional Integrated Service Delivery Team Meeting and Business Services Summit, January 21, 2016 (75 Attendees)
- Ongoing County Level Integrated Service Team Meetings, Organizational Development and Cross Training

**Customers / Job Seekers**– PacMtn has engaged customers and job seekers through interactions at WorkSource and our affiliated service partners, but also conducted a random sample poll of residents in each of the five counties we serve. In partnership with our Economic Development Council partners and a local University, PacMtn was able to add several questions to an annual telephone poll related to consumer confidence. Specifically, and again to establish baseline information, we asked respondents to: a) tell us how confident they are in

PacMtn’s/WorkSource’s ability to help them find future employment and, b) share their opinion of PacMtn’s/WorkSource’s effectiveness as the public workforce coordinator. Survey results will be shared with local offices in each of the five counties for planning purposes, while also serving as a benchmark for future self-evaluation.

**General Public** – In addition to the broad community engagement listed above, PacMtn has provided a link to the draft Strategic Plan on its website for a 30-day public comment period and issued review availability announcements with a web link via social media and email list serve.